



**Shri Vile Parle Kelavani Mandal's
NARSEE MONJEE COLLEGE OF COMMERCE AND
ECONOMICS(AUTONOMOUS)**

Affiliated to the
UNIVERSITY OF MUMBAI

Program: BACHELOR OF MANAGEMENT STUDIES

**S.Y.B.M.S.
Semester III & IV
Choice Based Credit System (CBCS)
with effect from the Academic year (2023-24)**

Program Objectives:

- To inculcate the knowledge of core business management processes for enabling the learners to administer socially responsible businesses.
- To demonstrate and apply management skills & practices, in areas of Management, Marketing, Finance, Human Resource and Operations.
- To instill core values in the learners in order to make ethical and socially responsible citizens, entrepreneurs and leaders of the future.
- To develop competency and skills to prepare, train and enhance the learners to excel in the corporate world.

Program Outcomes:

- The learner will get comprehensive management training by way of interaction, projects, presentations, industrial visits, job orientations, placements etc.
- The learner will have a solid foundation to take up higher learning courses and pursue professional business careers ahead.
- The learner shall acquire comprehensive domain knowledge in Business Management specializing in Marketing or Finance.
- The learner will gain knowledge to imbibe ethical managerial and entrepreneurial skills.
- The learner will be able to apply quantitative tools and rational thinking in problem solving and decision making in business.

BMS COURSE STRUCTURE 2023-24			
SYBMS (Semester III)		SYBMS (Semester IV)	
Name of the subject	Credits	Name of the subject	Credits
Production and Total Quality Management	3	Human Resource Management	4
Strategic Management	4	Entrepreneurship Management	3
Management and Cost Accounting	4	IMC and Advertising	3
Debt and Equity Markets	3	Taxation	4
Business Research Methods	4	Business Analytics	4
Corporate Communication and PR	3	Venture Capital and Private Equity	3
Workplace Psychology & Organizational Behaviour	3	International Business	3
	24		24

EVALUATION PATTERN

The performance of the learner will be evaluated in two components. The first component will be a Continuous Assessment with a weightage of 25% of total marks per course. The second component will be a Semester end Examination with a weightage of 75% of the total marks per course. The allocation of marks for the Continuous Assessment and Semester end Examinations is as shown below:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	<i>2*8 marks each</i>	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	<i>2*8 marks each</i>	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	<i>2*8 marks each</i>	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	<i>2*8 marks each</i>	16
Q5.	Case Study/Application based Questions: (Module I to IV)	<i>2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks</i>	11
TOTAL MARKS			75

QUESTION PAPER FORMAT (For Numerical/Practical Subjects)

Question Number	Description	Marks	Total Marks
Q1.	Practical/Numerical (Compulsory Question)	15	15
Q2 to Q5	Practical / Numerical Questions (Attempt any 3 out of 4 Questions) **<i>(Each question carries 15 marks each – sub-questions can be:</i> <i>a. 1*15 marks or</i> <i>b. 2*7.5 marks or</i> <i>c. 3*5 marks or</i> <i>d. 1*10 marks and 1*5 marks or</i> <i>e. 1*8 marks and 1*7 marks)</i>	15*3	45
Q6.	Write notes on the following: (Any 3 out of 4): a. b. c. d.	5 5 5 5	15
	TOTAL MARKS		75

Semester III

Program: Bachelor of Management Studies				Semester III			
Course: Production and Total Quality Management				Code:			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	3	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test (Duration 20 Minutes)			Assignment/Presentations/Viva			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> • To discuss and classify the various production and operational activities. • To help students understand the process of transformation of a range of inputs into the required output (products/services). • To introduce them to the planning, implementation and control of industrial production processes to ensure smooth and efficient operation. To differentiate between the various techniques of material management. • To acquaint learners with the basic management decisions with respect to production and quality management. • To critically examine the strategies of quality management and formulate suggestions for improvement of quality 							
Learning Outcomes							
<ul style="list-style-type: none"> • The learners will be able to identify & describe the operational activities of various businesses. • The learner will be able to appraise the production/operational activities and examine the reasons for failures in the production/operational systems. • The learners will be able to differentiate between theories of plant layouts and manufacturing systems • The learners will be able to compare between the contributions of Quality gurus and their applications in Business. 							
Pedagogy							
<ul style="list-style-type: none"> • PPTs, Case studies, Group discussions, Classroom Activity, Videos, Role plays & Simulations, Research papers, News articles etc. 							

Sr. No	Module Content	Pedagogy used	No. of Lectures	Reference Books
1	<p>Introduction to Production Management</p> <ul style="list-style-type: none"> • Introduction to the concept of operations and Operation Management • Manufacturing Systems: Continuous and Intermittent Production systems • Relation of Production with other Functions like design function, purchase function • Production classification, product selection (steps in identifying the product for manufacturing) • Product Design and Development (market pull, technology push, inter functional approach). • Facility/ Plant Location and Factors affecting Plant Location Decision • Plant layout, difference between various types of layout (Product layout, process layout, Cellular layout, Static layout) Plant maintenance. • Production Planning and Control 	Lectures, Class Discussions, Debate, Case Studies, Video Presentation s, News & Articles reading	15	<ol style="list-style-type: none"> 1. Principles of Operation Management Jay Heizer Prentice Hall 2. The Lean Manufacturing Pocket handbook Kenneth W. Dailey D W Publishing 3. The Toyota Product Development System: Integrating people, process and technology James M. Morgan and Jeffrey K. Liker Productivity Press 4. The Toyota Production System: Beyond large scale production Taiiehi Ohno and Norman Bodek Productivity Press 5. Operations management: Processes and Value Chains Lee J. Krajewski, Larry P. Ritzmann and Manoj K. Malhotra Prentice Hall 6. Productivity and Inventory Management Donald Fogarty, John H Blackstone, Thomas R Hoffman Douth – Western College 7. Production and inventory Control: Principles and
2	<p>Materials Management</p> <ul style="list-style-type: none"> • Purchase Management • Importance of purchasing, various R's of Purchasing, purchasing systems • Concept, Objectives, Importance of materials management • Introduction to Demand Forecasting • Brief introduction of Material Handling Equipment • Brief introduction of Inventory management: EOQ, Inventory Control – ABC, VED, SDE, GOLF, SOS, HML, XYZ, Reorder Level, Lead Time, Safety Stock • Make or Buy Decision 	Lectures, Class Discussions, Debate, Case Studies, Video Presentation s, News & Articles reading	15	<ol style="list-style-type: none"> 6. Productivity and Inventory Management Donald Fogarty, John H Blackstone, Thomas R Hoffman Douth – Western College 7. Production and inventory Control: Principles and

3	<p>Introduction to Productivity & Quality Management</p> <ul style="list-style-type: none"> • Concept of productivity • Various ways/modes of calculating it • Ways to improve productivity • Types: Partial Productivity and Total Productivity (Simple direct problems relating to productivity, partial productivity and total productivity) • Lateral thinking, Brainstorming and Split-Brain theory • Ergonomics • Introduction to Quality • Product and Service Quality dimensions • Characteristics of quality • Quality Assurance and Quality Control 	Lectures, Class Discussions, Debate, Case Studies, Video Presentations, News & Articles reading	15	<p>Techniques George W Plossl Prentice Hall</p> <p>8. Production Planning and Control W Bolton Addison Wesley Longman Limited</p> <p>9. Journal on Material and Supply chain, materials management Review (MMR), Indian Institute of Materials Management, Bangalore</p> <p>10. Material Management: An Integrated approach</p>
4	<p>Quality Management</p> <ul style="list-style-type: none"> • Quality Tools and Concepts like Quality Circles, Fish Bone Diagram, Poka Yoke, KanBan • TQM and Elements of Total Quality System, Seven DeadlySins, Mura, Muri and Muda • Kaizen • Philosophies regarding Quality, namely, Deming and his contribution to quality, <ul style="list-style-type: none"> ○ Deming’s 14 point for management, ○ Juran’s philosophy regarding quality • Cost of Quality • Six Sigma • ISO Standards regarding quality such as ISO 9000, QS 9000 and other emerging standards <p>Quality Awards: Malcolm Bridge, National Quality Award, Deming Application Prize</p>	Lectures, Class Discussions, Debate, Case Studies, Video Presentations, News & Articles reading	15	<p>P Gopalakrishnan and M Sunderesan Prentice Hall – international</p> <p>11. Productivity Techniques Srinivas Gondhalkar and Uday Salunkhe Himalaya PublishingHouse</p> <p>12. Productivity Techniques Gerard Leone and Richard D Rahn Jaico Book House</p> <p>13. TQM: Text with cases John S Oakland Butterworth Heinemann</p> <p>14. Total Productivity Management- A systematic and quantitative approach to compete in quality, price and time David J</p>

				<p>Sumanth St.Lucie Press</p> <p>15 The five pillars of TQM: How to make total quality management work for you Bill Creech Dutton/Plume</p> <p>16 Six Sigma for dummies Craig Gygi, Neil DeCarlo Bruce Williams</p> <p>17 Fundamentals of quality control and Improvement Anitava Mitra Pearson Education, India</p> <p>18 Productivity Management: Text and Cases Chen Gordon K.C and McGrath R Dryden Press</p>
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Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

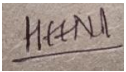
ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

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Q2.	Answer any 2 from the following: (Module II) a. b. c.	<i>2*8 marks each</i>	16

Q3.	Answer any 2 from the following: (Module III) a. b. c.	<i>2*8 marks each</i>	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	<i>2*8 marks each</i>	16
Q5.	Case Study/Application based Questions: (Module I to IV)	<i>2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks</i>	11
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Programme: Bachelor of Management Studies				Semester: III			
Course: Strategic Management				Code:			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	NIL	Nil	04	25Marks	75 Marks	NIL	NIL
Internal Component (Theory Break up)							
Class Test Duration (20 Mins)			Assignments			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives							
<ul style="list-style-type: none"> To acquaint the learner with business environment & its impact on business decisions. To equip the learner with tools for analyzing business situations & making strategic choices. To acquaint learners with strategy formulations at different levels To understand strategic implementation, evaluation & control techniques for strategies, along with realizing the synergistic effects. 							
Learning Outcomes							
<ul style="list-style-type: none"> The learner is acquainted with business policies & strategies, strategic intent & strategic management process at various levels. The learner explores the internal & external environments impacting business. The learner gets an insight into the different levels of strategies and their application in the business world. The learner is exposed to the various business analysis tools to make strategic choices and understands the implementation. The learner comprehends how to evaluate the implemented strategy and control it. 							
Pedagogy							
Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations, Analyzing Interviews, Brainstorming							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Introduction: Business Policy- Meaning, Nature, Importance Strategy-Meaning, Definition Strategic Management- Meaning, Definition, Importance, Strategic management Four phases in the Strategic Management Process Concept of SBU, importance of Strategic Business Units Strategic Intent-Meaning & attributes of strategic intent, Meaning of Vision, Meaning of mission, difference between vision & mission, characteristics of good mission statements, objectives, goals and plans. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).</p>	<p>Lecture Method, Case studies, News Paper reading & Article Discussions, Debating</p>	15	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. P.K. Ghosh : Business Policy , Strategy , Planning and Management Christensen , Andrews Dower: Business Policy- Text and Cases William F. Gkycj : Business Policy – Strategy Formation and Management Action Bongee and Colonan : Concept of Corporate Strategy.</p>
II	<p>STRATEGY FORMUATION: Environment Analysis Scenario planning- Preparing an Environmental Threat and Opportunity Profile (ETOP).</p>	<p>Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations,</p>	20	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.</p>

	<p>Levels of Strategy - Corporate Level Strategy, Business Level Strategy, Functional Level Strategy</p> <p>Generic Competitive Strategies: competitive strategies, Low cost, Differentiation, Focus strategy.</p> <p>Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Internationalization strategies, Retrenchment Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p> <p>Tactics: Market location and Timing tactics with its sub types and Pros and Cons</p>	Analyzing Interviews		
III	<p>STRATEGY IMPLEMENTATION: Models of Strategy making. Porter's Model of Competitive Advantages of Nations</p> <p>Strategic Analysis & Choices: Gap Analysis</p> <p>Tools for Strategic Analysis: BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Framework</p> <p>Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioral, Functional level.</p>	Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations	15	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.</p> <p>William F. Gkycj : Business Policy – Strategy Formation and Management Action</p>

IV	<p>STRATEGIC EVALUATION & CONTROL: Meaning, Steps of Evaluation & Techniques of Control; Strategic & Operational Control Use of Balanced Scorecard for strategy evaluation. Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. Change Management– Elementary Concept Factors leading to change, Resistance to change, Techniques in managing change</p>	<p>Lecture Method, Case studies, News Paper reading & Article Discussions, Debating</p>	10	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. William F. Gkycj : Business Policy – Strategy Formation and Management Action</p>
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EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

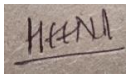
ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	<i>2*8 marks each</i>	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	<i>2*8 marks each</i>	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	<i>2*8 marks each</i>	16

Q4.	Answer any 2 from the following: (Module IV) a. b. c.	<i>2*8 marks each</i>	16
Q5.	Case Study/Application based Questions: (Module I to IV)	<i>2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks</i>	11
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program : Bachelor of Management Studies				Semester : III			
Course : Management and Cost Accounting				Code :			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	Nil	Nil	04	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignment			Class Participation	
10 Marks			15 marks			--	
Learning Objectives							
<ol style="list-style-type: none"> To acquaint management learners with basic Managerial and Cost accounting fundamentals. To develop financial analysis skills among learners. The course aims at explaining the core concepts of business finance and costing and its importance in managing a business. To enable the students to apply the principles and procedure of cost accounting to different practical situations. 							
Learning Outcomes							
<ol style="list-style-type: none"> The learner acquires basic business financial and cost accounting knowledge The learner also acquires basic financial analytical and cost accounting skills which is required for financial decision making in any business. 							
Pedagogy							
<ul style="list-style-type: none"> Class lectures, case studies 							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
1	Analysis and Interpretation of Financial statements: (Non – IND AS)	Class lectures, case studies	20	1. Srivastava R M, <i>Essentials of Business</i>

	<ul style="list-style-type: none"> Vertical Form of Balance Sheet and Profit & Loss A/c- Simple, Trend Analysis, Comparative Statement & Common Size. Format of Financial statement as per IND AS Difference between GAAP and IND AS 			<i>Finance</i> , Himalaya Publications 2. Anthony R N and Reece JS. Accounting Principles, Hoomwood Illinos, Richard D. Irvin
2	<p>Ratio analysis and Interpretation:</p> <ul style="list-style-type: none"> Ratio analysis and Interpretation (based on vertical form of financial statements) Including Conventional And functional Classification 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 Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder Fund and Preference Capital), Return on EquityCapital, Dividend Payout Ratio, Retention Ratio, Debt Service Ratio, Interest coverage ratio, Earnings Per share. Limitations of the use of Ratios. 	Class lectures, casestudies	10	3. Bhattacharya S Kand Dearden J. – Accounting for Management. Text and Cases , New Delhi. 4. Hingorani NL and ramanthan AR - Management Accounting , New Delhi 5. Ravi M. Kishore , Advanced management Accounting, Taxmann, New Delhi 6. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi 7. Gupta, SP - Management Accounting, Sahitya Bhawan , Agra . 8. Cost Accounting- Principles and Practice; Arora M.N:Vikas, New Delhi. 9. Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi.

3	Cash flow statement: Preparation of cash flow statement (IND AS - 7) Working capital: Concept, Estimation of requirements in case of Trading & Manufacturing Organizations.	Class lectures, case studies	15	10. Cost Accounting – A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar:New Delhi
4	Introduction to Cost Accounting: Meaning, Nature and scope- Objective of Cost Accounting- Financial Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting Elements of Costs- Cost classification (concept only) Cost Projection: Cost Sheet (Current and Estimated) (Practical Problems) Reconciliation of financial accounts and cost accounting (Practical Problems)	Class lectures, case studies	15	

EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

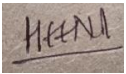
Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Numerical/Practical Subjects)

Question Number	Description	Marks	Total Marks
Q1.	Practical/Numerical (Compulsory Question)	15	15
Q2 to Q5	Practical / Numerical Questions (Attempt any 3 out of 4 Questions) ** (Each question carries 15 marks each – sub-questions can be: a. 1*15 marks or b. 2*7.5 marks or c. 3*5 marks or d. 1*10 marks and 1*5 marks or	15*3	45

	<i>e. 1*8 marks and 1*7 marks)</i>		
Q6.	Write notes on the following: (Any 3 out of 4): a. b. c. d.	5 5 5 5	15
	TOTAL MARKS		75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program : Bachelor of Management Studies				Semester III			
Course : Debt and Equity Markets				Code :			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	3	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test (Duration 20 Mins)			Assignment/Presentations/Viva			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives:							
<ul style="list-style-type: none"> To provide conceptual understanding, explain and identify various components of capital markets in India. To explain various methods of raising funds in the primary capital market along with the working of secondary market. To enable the learners to acquaint themselves with various financial instruments and terminologies of the capital market and use them for decision making. To enable the learner to examine, compare and evaluate different debt instruments and equity valuation of companies. 							
Learning Outcomes:							
<ul style="list-style-type: none"> The Learner will recognize the operations and structure of different financial institutions in the capital market. The Learner will relate to the concept of equity markets and debt markets in detail and its importance in the Indian Economy. The Learner will apply valuation tools to analyze share price movement and valuation of equity and debt instruments in comparison of companies. The learner will value and select companies for IPO investments based on valuation techniques. The learner will weigh various bond fund offers rationally with effective decision making. 							
Pedagogy							
PPTs, Case studies, Group discussions, Classroom Activity, Videos, Research papers, News articles etc.							

Sr.No	Module Content	Pedagogy used	No. of lectures	Reference Books
1	<p>INTRODUCTION TO FINANCIAL MARKET</p> <p>1) Equity market – meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders;</p> <p>2) Divorce between ownership and management in companies;</p> <p>3) Development of Equity culture in India & current position.</p> <p>4) Debt market – Evolution of Debt markets in India; Money market & Debt markets in India</p> <p>5) Regulatory framework in the Indian Debt market.</p> <p>6) Types of Debt Funding- Debentures, Bonds, Bank Finance, Project finance, Masala Bonds</p>	PPTs, videos, Discussions, Case study	12	<p>1) Financial markets, I. M. Bhole- Mcgraw Hills, 6th Edition</p> <p>2) Indian Financial System- Siddharatha Saha, Mcgraw Hills, 2nd Edition</p>
2	<p>DYNAMICS OF EQUITY MARKET</p> <p>Primary:</p> <p>1) IPO – methods followed (simple numerical)</p> <p>2) Procedure of IPO- Compliances, Prospectus, Role of various participants- underwriter/broker/ merchant banker)</p> <p>3) Method of fixing the price- Book building/Green shoeoption</p> <p>4) Role of merchant bankers in fixing the price</p>	PPTs, Activities, Videos, Case study,	10	<p>3) Bare Act of Companies Act 2013- updated as per changes</p> <p>4) ICSI Study material- Dec'20</p> <p>5) Company Law- Munish Bhandari</p>

	<p>5) Capital market Investment Institutions- DFI, QIB, FPI, Private equity, Angel funds, Venture capital</p> <p>Secondary:</p> <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 7) Trading mechanism 			
3	<p>PLAYERS IN DEBT MARKET</p> <p>Players in debt markets:</p> <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 <p>Bonds:</p> <ol style="list-style-type: none"> 1) Features of bonds 2) Types of bonds 3) How Bonds work 	<p>PPTs, Group discussions, Videos, Case studies</p>	09	<p>6) Debt Markets and analysis- Bloomberg-Stafford Johnsons</p> <p>7) Corporate Debt market in India – Dr. Raju, Author Press</p>
4	<p>VALUATION OF EQUITY AND DEBT MARKET</p> <p>Valuation of equity:(Practical problems)</p> <ol style="list-style-type: none"> 1) Overview of Valuation 2) Return Concept 3) Balance sheet valuation <ul style="list-style-type: none"> - Dividend discount model (zero growth, constant growth & 2 stage growth model) - Relative model - Cash flow based model (zero growth, 	<p>PPTs, Group discussions, Videos</p>	14	<p>8) Bond and Money Markets- Valuation- Moorad Chaudhary, Butterworth</p> <p>9) Valuation- Aswath Damodaran</p> <p>10) Financial management- Padhukas</p>

constant growth & 2stage growth model) 4) Valuation of bonds - Determinants of the value of bonds - Yield to Maturity - Interest rate risk 5) Relationship of Price yield 6) Relationship between Bond Price and Time			11) Financial Management- I.M.Pandey 12) CFA book-Level 1 and Level 2
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EVALUATION PATTERN:

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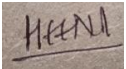
ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	<i>2*8 marks each</i>	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	<i>2*8 marks each</i>	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	<i>2*8 marks each</i>	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	<i>2*8 marks each</i>	16

Q5.	Case Study/Application based Questions: (Module I to IV)	<i>2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks</i>	11
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program : Bachelor in Management Studies				Semester III			
Course : Business Research Methods				Code :			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	Nil	nil	04	25 Marks	75 Marks	Nil	nil
Internal Component							
Class Test (Duration 20 Mins)			Assignments			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives							
<ul style="list-style-type: none"> • To introduce the basic concepts of research and its methodologies. • To impart knowledge about various tools and techniques used for data collection, analysis, hypothesis testing & interpretation. • To inculcate analytical skills and facilitate meaningful interpretation to the data sets so as to identify & solve the Business/Research problems. 							
Learning Outcomes							
<ul style="list-style-type: none"> • Learners will be equipped with the methodologies and steps involved in conducting a business research & solving business problems scientifically. • Learners will be able to collect, organize & analyse data using appropriate tools & techniques. • Learners will be able to read, comprehend, explain & write business research papers & reports. 							
Pedagogy							
Lectures, audio-video presentations, research documentaries, literature review (Novels, research papers/ articles, news articles, blogs etc.), brain storming and other group assignments to encourage problem solving and idea generation etc.							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration ofModule	Reference Book
I	<p><u>Introduction to business research methods</u></p> <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– 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. 	Lecture Case study Research paper Research Article	15	<ul style="list-style-type: none"> ▪ Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill ▪ Research Methods for Management: S Shajahan, Jaico Publishing ▪ Marketing Research- Text and Cases Harper W. Boyd Jr., Ralph Westfall.
II	<p><u>Data collection and Processing</u></p> <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) 	Lecture Case study Research paper Research Article Research Documentary	15	<ul style="list-style-type: none"> ▪ Research methodology in Social sciences, O.R. Krishnaswamy, Himalaya Publication ▪ Marketing research and applied orientation, Naresh K

	<p>Focused group, iii) in- depth interviews Method, Interview schedule d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. ❖ Survey instrument– i) Questionnaire designing. ✓ Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous, iv) Multiple Choice Questions. e) Scales of Measurement: Nominal,ordinal, interval and ratio Scaling techniques-i) Likert scale, ii) Semantic Differential scale</p>			Malhotra, Pearson
III	<p><u>Data analysis and Interpretation</u></p> <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 <p>Testing of hypothesis– concept and problems– i) chi square test (Goodness of fit& Test of independence), ii) Z and t-test (for large and small sample)</p>	<p>Lecture Case study Research paper Research Article Research Documentary</p>	15	<p>Statistics for management, Levin and Reuben, Prentice Hall.</p>
IV	<p><u>Advanced techniques in Report Writing</u></p> <ul style="list-style-type: none"> • Report writing – 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 <p>Role of IT in Research</p>	<p>Lecture Case study Research paper Research Article Research Documentary</p>	15	<p>▪ Research for Marketing Decisions Paul E. Green, Donald S. Tull</p>

EVALUATION PATTERN:

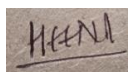
i) Details of Continuous Assessment (CA): 25% of the total marks per course

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)*All Questions are compulsory*

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	2*8 marks each	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	2*8 marks each	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	2*8 marks each	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	2*8 marks each	16
Q5.	Case Study/Application based Questions: (Module I to IV)	2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks	11
TOTAL MARKS			75


Signature
(Program Chairperson & Vice Principal)Signature
(Principal)

Program: BMS				Semester III			
Course: Corporate Communication and PR				Code:			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test (Duration 20 Mins)			Assignments/Presentations/Viva			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> To identify and describe the basic concepts of corporate communication and public relations, its attributes and use. To analyze the various elements of corporate communication and consider their roles in managing organizations To examine how various elements of corporate communication or public relations must be coordinated to communicate effectively To critically examine the different practices/theories undertaken by different organizations w.r.t corporate communication and public relations. To devise a PR plan for diverse organizations for achieving desired goals. 							
Learning Outcomes:							
<ul style="list-style-type: none"> Learners will be well-versed with the concepts of corporate communication and public relations. Learners will be able to recognize the role of corporate communication & Public relations in managing organizations Learners will develop critical understanding of the different practices associated with corporate communication Learner will be able to critically examine PR models, tools and measures undertaken by organizations to manage conflicts. Learner will be able to devise a PR plan for reputation management, conflict management and media relations etc. depending on the organizational goals. 							
Pedagogy:							
Lecture, Case study, Audio-video clips, Research articles, news articles etc.							

Detailed Syllabus Plan

Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Foundation of Corporate Communication</p> <p>a) Corporate Communication: Scope and Relevance</p> <ul style="list-style-type: none"> • Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario <p>b) Keys concept in Corporate Communication</p> <ul style="list-style-type: none"> • Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation <p>c) Ethics and Law in Corporate Communication</p> <p>Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI</p>	<p>Lecture, Case study, Audio-video clips, Research articles, news articles etc.</p>	8 Lectures	<ul style="list-style-type: none"> • Richard R. Dolphin, The Fundamentals of Corporate Communication • Joep Cornelissen, Corporate Communications: Theory and Practice • James L.Horton, Integrating Corporate Communication: The Cost Effective Use of Message & Medium
II	<p>Understanding Public Relations</p> <p>a) Fundamental of Public Relations:</p> <ul style="list-style-type: none"> • Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business • Principles of PR, Publicity, Propaganda, Lobbying & Public Opinion, Publics in PR, 	<p>Lecture, Case study, Audio-video clips, Research articles, news articles etc.</p>	8 lectures	

	<p>Image building in Public & Private Sector Tools, Techniques of PR, Culture & PR</p> <ul style="list-style-type: none"> • Role of Photography in PR <p>b) Emergence of Public Relations:</p> <ul style="list-style-type: none"> • Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations <p>c) Public Relations Environment:</p> <ul style="list-style-type: none"> • Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues <p>d) Theories used in Public Relations:</p> <ul style="list-style-type: none"> • Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory 			<ul style="list-style-type: none"> • Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach • Rosella Gambetti, Stephen Quigley, Managing Corporate Communication
III	<p>Functions of Corporate Communication and Public Relations</p> <p>a) Media Relations:</p> <ul style="list-style-type: none"> • Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations <p>b) Employee Communication:</p> <ul style="list-style-type: none"> • Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing an Effective Employee Communications 	Lecture, Case study, Audio-video clips, Research articles, news articles etc.	8 lectures	<ul style="list-style-type: none"> • Joseph Fernandez, Corporate Communications: A 21st Century Primer

	<p>Programme, Role of Management in Employee Communications</p> <p>c) Crisis Communication:</p> <ul style="list-style-type: none"> • Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building <p>d) Financial Communication:</p> <ul style="list-style-type: none"> • Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising 			
IV	<p>Emerging Technology in Corporate Communication and Public Relations</p> <p>a) Information Technology in Corporate Communication</p> <ul style="list-style-type: none"> • Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation <p>b) Corporate Blogging</p> <ul style="list-style-type: none"> • Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog 	<p>Lecture, Case study, Audio-video clips, Research articles, news articles etc.</p>	6 lectures	<ul style="list-style-type: none"> • C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication Jaishri Jethwaney, Corporate Communication: Principles and Practice

EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

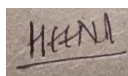
Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	2*8 marks each	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	2*8 marks each	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	2*8 marks each	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	2*8 marks each	16
Q5.	Case Study/Application based Questions: (Module I to IV)	2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks	11
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program : Bachelor of Management Studies				Semester : III			
Course : Workplace Psychology & Organizational Behaviour				Code :			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Mark	75 Marks	Nil	Nil
Internal Component							
Class Test (Duration 20 Mins)			Presentations			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> ▪ To move the learner towards self-awareness, identify errors of self-image and rectify the same ▪ To introduce the learner to group behaviour, group processes, teamwork & team conflicts ▪ To acquaint the learner with motivation theories at workplace, familiarise with modern age workplace stress & impart skills to handle stress ▪ To equip the learner with change management concepts & model. ▪ To introduce the learner with concepts of Organizational development, ways to solve problems creatively & help to discover & overcome the impediments to a learning culture 							
Learning Outcomes							
<ul style="list-style-type: none"> ▪ The learner studies the self-awareness theories, gets well versed with aspects of Personality, Perception, Attitude, Thinking & Learning ▪ The learner understands group dynamics, their effects on the individual, Powers & Politics at workplace. ▪ The student acquires skills to resolve conflicts, survive & excel at work. ▪ The learner discusses & deliberates the motivation theories & concludes their application at workplace. ▪ The learner examines the causes & consequences of workplace stress & learns ways to cope with it. ▪ The learner comprehends ways to manage change in organization, reasons ways to creative problem solving. 							
Pedagogy							
Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, Simulation, Brainstorming, Panel discussions, Class Activities, Questionnaire based activities							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy/Activity Used	Duration of Module	Reference Book
I	<p>Self-Awareness:</p> <ul style="list-style-type: none"> Individual differences, factors affecting individual differences, Influence of environment Transactional Analysis, ABC Model Personality: Determinants of personality, Freud Psycho-analytic Theory, Big five model, Personality traits important for organizational behavior like authoritarianism, locus of control, Machiavellianism, introversion- extroversion achievement orientation, self-esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through Johari Window Learning and perceptions: Learning, Theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type (IQ, EQ, SQ, at work place), Gardner's Multiple 	<ul style="list-style-type: none"> Group Discussions Debate Video Presentations Lecture Questionnaires 	15	<ul style="list-style-type: none"> <i>Organization al behaviour, S.Robbins, Prentice Hall (Pg137-145), (pg 176-183),</i> <i>Organization al behaviour, K. Aswathappa, Himalaya PublishingHouse</i>

	Intelligence Theory, Perception and factors influencing individual perception, Effects of perceptual error in managerial decision making at work place.			
II	<p>Introduction to Group Behavior:</p> <ul style="list-style-type: none"> ▪ Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures), Group processes (effects of groups on individuals) ▪ Team effectiveness: types of teams, stages of team building, ways of forming an effective team. ▪ Setting goals. • Organizational processes and systems: ▪ Power and politics: bases of power, politics nature, causes of organizational politics, political games, Jealousy/envy at workplace ▪ Organizational conflicts and resolution: Conflict features, types, causes leading to 	<ul style="list-style-type: none"> • Simulation • News & Article reading • Role Play • Lecture method • Group activities • Lecture method 	10	<ul style="list-style-type: none"> • <i>Organizational behaviour, S. Robbins, Prentice Hall (pg287-313), (pg 330-340), (pg 603-611)</i> • <i>Organizational behaviour, Fred Luthans, McGrawhill, Newyork</i> • <i>Organizational behaviour, K. Aswathappa, Himalaya Publishing House</i>

	organizational conflicts, levels of conflicts, ways to resolve conflicts			
III	<p>Motivation at workplace & dealing with Work Stress:</p> <ul style="list-style-type: none"> • Motivation at workplace: Concept of motivation <ul style="list-style-type: none"> ▪ A.Maslow Need Heirachy ▪ F.Hertzberg Dual Factor ▪ Mc.Gregor theory X and theory Y. ▪ Vroom's Expectancy Theory <p>Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.</p> <p>Emotions: Emotional Competence and Emotional Intelligence, Daniel Goleman's EI Model, Emotional Labour and Emotional Dissonance</p> <p>Dealing with work stress: Stress, types of stress, Stress Curve, Causes and consequences of job stress, Ways for coping up with job stress, Time Management</p>	<ul style="list-style-type: none"> • Application of Theories • Lecture method • Panel discussions • Role Play • Video presentation 	10	<ul style="list-style-type: none"> • <i>Organizational behaviour, S.Robbins, Prentice Hall (pg215-238)(pg 442-450)</i> • <i>Organizational behaviour, K.Aswathappa, Himalaya PublishingHouse</i> • <i>Drive: The Surprising Truth About What Motivates Us by DanielPink</i>
IV	<p>Attitude: Nature and components of attitude, Factors forming attitude, Functions of attitude, Ways of changing attitude, Cognitive Dissonance</p>	<ul style="list-style-type: none"> • Lecture method • Group Discussions • Role Play • Debate • Group activities • Brain storming 	10	<ul style="list-style-type: none"> • <i>Organizational behaviour, S.Robbins, Prentice Hall (pg</i>

	<p>Organizational Culture: Strong culture Vs Weak culture, Features of Organizational culture, How do employees learn Organizational Culture? Creating positive organizational culture, Challenges for Organizational culture, Case studies to be discussed.</p> <p>Organizational change: Concepts of organizational change, Factors leading/influencing organizational change, Kurt Lewins model of organizational change & Change management</p> <p>Organizational Development techniques</p>		<p>550-563) (pg 584-591)</p> <ul style="list-style-type: none"> • Prasad L M, Organizational Behaviour, Sultan Chand • <i>Organizational behaviour</i>, K. Aswathappa, Himalaya Publishing House
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EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

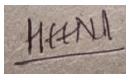
ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	<i>2*8 marks each</i>	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	<i>2*8 marks each</i>	16

Q3.	Answer any 2 from the following: (Module III) a. b. c.	<i>2*8 marks each</i>	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	<i>2*8 marks each</i>	16
Q5.	Case Study/Application based Questions: (Module I to IV)	<i>2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks</i>	11
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Semester IV

Program : Bachelors in Management Studies				Semester – IV			
Course : Human Resource Management				Code:			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	Nil	Nil	4	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test (Duration 20 Mins)			Assignments/Presentation			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives:							
<ol style="list-style-type: none"> 1. To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management. 2. To give an in-depth insight into various aspects of Human Resource management and make them acquainted with practical aspect of the subject. 3. To acquaint students about International HRM and its different aspects to understand requirements to work in MNCs or any international markets. 							
Learning Outcomes:							

After completion of the course, learners would be able to:

CO1: Comprehend the dynamic nature and process of Human Resource Management.

CO2: Identify problems related to human resources.

CO3: Provide concrete solutions to overcome the same

Pedagogy:

PPTs, Case studies, Group discussions, Classroom Activity, Videos, Role plays & Simulations, Research paper analysis, News articles, Guest lectures, Peer to peer learning etc.

Sr. No.	Module Content	Pedagogy used	Number of lectures	Reference Book
I	<p>Introduction to HRM</p> <p>1. HRM an overview: Definition, features, scope, functions of HRM Evolution of HRM, Challenges of HR manager</p> <p>2. Human Resource Planning Definition, Process, Factors affecting HRP</p> <p>3. Separation (Voluntary & involuntary): Retirement, VRS, outsourcing, retrenchment, downsizing etc.</p> <p>4. Human Resource Information System:</p> <p>5. Careers options in HRM</p>	<p>PPTs, Group discussions, Activity, Videos, Case studies Analysis, Guestlectures</p>	10	<p>1. Aswathapa, Human Resource management, Text & cases, Tata McGraw-Hill Education</p>
II	<p>Recruitment, Selection, Training & Development</p> <p>1. Job analysis, job design and job evaluation Job analysis- Definition, methods of collecting job data, Merits, Demerits Job design- definition, factors affecting job design Job evaluation- definition, process of job evaluation</p> <p>2. Recruitment, Selection & Induction Recruitment-definition, Sources, Merits, Demerits Selection- definition, process, Types of selection test, Types of interviews Induction or orientation- Definition, Methods</p> <p>3. Training & Development Definition of training and development Methods of training managers Advantages of Training & Development</p> <p>4. Learning Management System (LMS) – Concept, Importance, Utility</p>		20	<p>2. Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of management, Tata McGraw-Hill, New Delhi.</p>

III	<p>Performance Appraisal, Compensation Management & Career Management</p> <p>1. Performance appraisal Definition, Methods of appraisal, Advantages, Limitations, Promotion and transfer</p> <p>2. Compensation management Components of salary or salary scheme Fringe benefits, definition and types Performance linked incentives: Definition, advantages, disadvantages</p> <p>3. Career planning & development Definition, Career stages, Career Anchors, Career Development initiatives,</p> <p>4. Cases: Industrial relations, Succession Planning & Employee retention</p>		15	3. Beardwell & Thompson, Human resource Management: A contemporary approach, Pearson
IV	<p>International HRM</p> <p>1. International HRM an Overview International HRM- Meaning and Features, Reasons for the Emergence of IHRM Difference between International HRM and Domestic HRM Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regio-centric Cross Cultural Management- Meaning, Cultural shock Stages Dealing with Cultural Shock</p> <p>2. Managing Expatriation Concepts of PCNs (Parent-Country Nationals), TCNs (Third-Country Nationals) and HCNs (Host-Country Nationals) Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages & Limitations of using Expatriates, Role of Family, Reasons for Expatriate Failure, Women and Expatriation,</p>		15	4. International Human Resource Management Anne- Wil Harzing, Ashly Pinnington

Characteristics/Qualities of Effective Expatriate Managers			
3. Managing Repatriation Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process Case Studies on Several international HR Practices			

EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

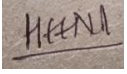
ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	<i>2*8 marks each</i>	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	<i>2*8 marks each</i>	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	<i>2*8 marks each</i>	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	<i>2*8 marks each</i>	16
Q5.	Case Study/Application based Questions: (Module I to IV)	<i>2*5.5 marks each Or 2*4 marks each and 1*3 marks</i>	11

		<i>Or</i> <i>1*6 marks and 1*5 marks</i>	
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program : Bachelor in Management Studies				Semester : IV			
Course : Entrepreneurship Management				Code :			
Teaching Scheme				Evaluation Scheme			
Lectures	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	NIL	NIL
Internal Component							
Class Test (Duration 20 Mins)			Assignment/Presentations/Viva			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives							
<ul style="list-style-type: none"> • To understand the nature of entrepreneurship & the function of the entrepreneur in the establishment & growth of an enterprise • To motivate the students for innovations & devise their commercial applications • To confirm an entrepreneurial business idea through practical projects & fairs • To identify personal attributes that enable best use of entrepreneurial opportunities • To explore entrepreneurial leadership and management style. • To understand the systematic process to select and screen a business idea • To design strategies for successful implementation of ideas • To devise & present a business plan 							
Learning Outcomes							
<ul style="list-style-type: none"> • The learner studies the entrepreneurship theories, gets acquainted with the Social, Economic & Psychological aspects of Entrepreneurship. • The learner understands the various forms of Entrepreneurship like Social Entrepreneurship, Self Help Groups, Franchising, BPOs etc. • The learner discusses & deliberates the opportunities & risks involved in starting a new venture. • The learner examines the causes & consequences of business failures & analyses ways to avoid the same. • The learner comprehends ways to manage funds from various sources & Government bodies • The learner devises and presents a business plan. 							
Pedagogy							
Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>Foundations of Entrepreneurship Development:</p> <ul style="list-style-type: none"> • Concept and Need of Entrepreneurship Development • Definition of Entrepreneur, Entrepreneurship, • Importance and significance of growth of Entrepreneurial activities • Characteristics and qualities of entrepreneur • Difference between Entrepreneur & Businessman <p>Theories of Entrepreneurship:</p> <ul style="list-style-type: none"> • Innovation Theory by Schumpeter & Imitating • X-Efficiency Theory by Leibenstein • Theory of Profit by Knight • Theory of High Achievement by McClelland <p>External Influences on Entrepreneurship Development:</p> <ul style="list-style-type: none"> • Socio-Cultural, Political, Economical, Personal 	<p>Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela</p>	10 hours	<p>The Sage handbook for small business & entrepreneurs- Robert Blackburn</p> <p>Entrepreneurship development & management- Dr Vasant Desai, Dr Kulveen Kaur</p> <p>Entrepreneurship Development- S.Chand</p> <p>Entrepreneurship- Tata Mc Graw Hill- Dr Sabyasachi Sinha, Dr Micheal Peters, Dr Robert Hisrich</p> <p>The Essentials of Entrepreneurship & Small Business Management- Pearson-Norman Scarborough, Jefferey Cornwall</p>

II	<p>Types & Classification of Entrepreneurs:</p> <ul style="list-style-type: none"> • Types of Entrepreneurs • Intrapreneur – Concept and Development of Intrapreneurship • Women Entrepreneur-concept, development and problems faced by Women Entrepreneurs, • Self Help Groups • Social Entrepreneurship– concept, development of Social entrepreneurship in India. • Entrepreneurial development Program (EDP)–concept, factors influencing EDP. • Kakinada Experiment Entrepreneurship Development Cycle • Option available to Entrepreneur. (Ancillarization, BPO, Franchise) 	Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela	10 hours	<p>Entrepreneurship- Tata Mc Graw Hill- Dr Sabyasachi Sinha, Dr Micheal Peters, Dr Robert Hisrich</p> <p>The Essentials of Entrepreneurship & Small Business Management- Pearson-Norman Scarborough, Jefferey Cornwall</p>
III	<p>Entrepreneur Project Development & Business plan:</p> <ul style="list-style-type: none"> • Innovation, Invention, Creativity, Business Idea, categories of innovation, Opportunities through change, Resourcefulness & Frugality concepts • Idea generation– Sources- Development of product /idea, the 	Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela	15 hours	<p>The Sage handbook for small business & entrepreneurs- Robert Blackburn</p> <p>Entrepreneurship development & management- Dr Vasant Desai, Dr Kulveen Kaur</p> <p>Entrepreneurship Development- S.Chand</p>

	<p>creative process, leapfrogging innovation, creation of competitive advantage based on innovation</p> <ul style="list-style-type: none"> • Environmental scanning and SWOT analysis <p>Creating Entrepreneurial Venture-</p> <ul style="list-style-type: none"> • Business Planning Process-Elements of Business Plan, Objectives scope and value of Business plan. Presentation of a business plan. 			<p>Entrepreneurship- Tata Mc Graw Hill- Dr Sabyasachi Sinha, Dr Micheal Peters, Dr Robert Hisrich</p> <p>The Essentials of Entrepreneurship & Small Business Management- Pearson-Norman Scarborough, Jefferey Cornwall</p>
	<p>Market and Feasibility Analysis.</p> <p>Critical Risk Contingencies of the proposal:</p> <ul style="list-style-type: none"> • Types of risks- Risk management plan, Scheduling and milestones. <p>Causes of entrepreneurial failure</p>			

IV	<p>Institutional support to an Entrepreneur: Role of Central Government and State Government in promoting Entrepreneurship. - Introduction to various incentives, subsidies and grants – Fiscal and Tax concessions available.</p> <p>Venture funding: requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</p> <p>SMEs- Small & Medium Scale Enterprises Export Potential Problems of SMEs</p> <p>New trends in entrepreneurship Concept & Role of Incubation centres in Entrepreneurship Start-up India culture Who is a Unicorn? Angel Investors versus Venture Capitalists</p>	Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela	15 hours	<p>The Sage handbook for small business & entrepreneurs- Robert Blackburn</p> <p>Entrepreneurship development & management- Dr Vasant Desai, Dr Kulveen Kaur</p> <p>Entrepreneurship Development- S.Chand</p> <p>Entrepreneurship- Tata Mc Graw Hill- Dr Sabyasachi Sinha, Dr Micheal Peters, Dr Robert Hisrich</p> <p>The Essentials of Entrepreneurship & Small Business Management- Pearson-Norman Scarborough, Jefferey Cornwall</p>
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EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

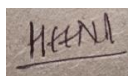
Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	2*8 marks each	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	2*8 marks each	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	2*8 marks each	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	2*8 marks each	16
Q5.	Case Study/Application based Questions: (Module I to IV)	2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks	11
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program: Bachelor of Management Studies				Semester IV			
Course: IMC and Advertising				Code:			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	3	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test (Duration 20 Mins)			Assignment/Presentations/Viva			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> • To understand, describe and differentiate between the various tools of IMC. • To critically examine the reasons for effectiveness or failures of integrated marketing communication program. • To design Integrated Marketing Communication plan for different organizations based on their goals • To understand the role of advertising as an integral element of IMC • To identify and compare between different media of advertising • To analyze the essentials of a successful or unsuccessful ad campaigns • To devise an ad campaign for an organization 							
Learning Outcomes							
<ul style="list-style-type: none"> • The learner will be able to describe the importance of IMC in the present scenario. • The learner will be able to compare between the different elements in IMC and list its use in making an IMC plan for an organization. • The learner will be able to prepare an IMC plan and present it persuasively. • The learner will be able to describe advertising, its role and elements in diverse sectors • The learner will be able to devise an ad campaign and use advertising effectively in IMC 							
Pedagogy							
PPTs, Case studies, Group discussions, Classroom Activity, Videos, Role plays & Simulations, Research papers, News articles etc.							

Sr.No	Module Content	Pedagogy used	Number of lectures	Reference Book
1	<p><u>Introduction to Integrated Marketing Communication</u></p> <ul style="list-style-type: none"> • Meaning, Features of IMC, Elements of IMC • Reasons for Growth of IMC, • IMC planning process and models • Communication process, Traditional and alternative Response Hierarchy Models • Determining Promotional Objectives, Sales vs Communication Objectives, Problems in setting objectives for the IMC Program. • Culture, Media and IMC • Role of IMC in Product Life Cycle • Ethics in IMC • Current Trends in IMC 	<p>PPTs, Case studies, Group discussions, Classroom Activity, Videos, Research papers, News articles etc.</p>	12	<p>Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010</p> <p>Clow ,Kenneth E ;Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014</p> <p>Shah, Kruti ;D’Souza, Allan, “Advertising and IMC ”,Tata Mcgraw Hill 2014</p>
2	<p><u>Elements of IMC</u></p> <ul style="list-style-type: none"> • Direct Marketing in IMC, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing. • Publicity & PR in IMC, Sponsorship in IMC (Event sponsorship, cause sponsorship) • Personal Selling in IMC, Selling process, • Sales promotion – Role of Sales Promotion as IMC tool, Types of Sales Promotion, objectives of consumer and trade promotion, Strategies of consumer 	<p>PPTs, Case studies, Group discussions, Classroom Activity, Videos, Research papers, News articles etc.</p>	12	<p>Shah, Kruti ;D’Souza, Allan, “Advertising and IMC ”,Tata Mcgraw Hill 2014</p> <p>Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007</p> <p>Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press ,2016</p> <p>Gopalakrishnan, P S , “Integrated Marketing Communication: Concepts and Cases”, ICFAI University Press, 2008</p>

	promotion and trade promotion			
3	<u>Introduction to Advertising</u> <ul style="list-style-type: none"> • Definition & meaning, Features of advertising, Importance of Advertising, Types of advertising • Evolution of Advertising; • Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance • Advertising Regulation- Social, Cultural & Economic impact of Advertising • Advertising agency, Types of ad agencies, Functions of ad agencies, Agency Compensation methods, Agency- Client Relationships • Creating Effective Advertising: Introduction to creativity; Creative Advertising and the Process; Visualization and its techniques • DAGMAR Model 	PPTs, Case studies, Group discussions, Classroom Activity, Videos, Research papers, News articles etc.	12	<p>Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”, Tata Mcgraw Hill 2014</p> <p>Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007</p> <p>Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press ,2016</p> <p>Gopalakrishnan, P S , “Integrated Marketing Communication: Concepts and Cases”, ICFAI University Press, 2008</p>
4	<u>Developing & Budgeting of Advertising Campaigns</u> <ul style="list-style-type: none"> • Buying motives, Types of Appeals- Rational, Emotional, Informational and Transformational Appeals; Copywriting; Advertising Copy 	PPTs, Case studies, Group discussions, Classroom Activity, Videos, Research papers,	12	<p>Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”, Tata Mcgraw Hill 2014</p> <p>Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007</p>

<p>Testing; Advertising Production</p> <ul style="list-style-type: none"> • Different elements of ads – Logo, signature, slogan, tagline, jingle, Illustrations, content; Creating TV commercials – visual techniques, writing script, developing storyboard, soundtrack, music; and radio commercials- words, sound, music, scriptwriting, pleasantness, credibility, interest, distinctiveness. • Elements of print ads; Types of ad copy; Essentials of a good print ad copy • Advertising Budget – Factors to be considered for effective advertising budget, Methods of Budgeting • Pre-testing and Post Testing Objectives, Methods of Pre-testing and Post-testing, 	<p>News articles etc.</p>	<p>Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press, 2016</p> <p>Gopalakrishnan, P S, “Integrated Marketing Communication: Concepts and Cases”, ICAI University Press, 2008</p>
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EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

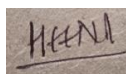
Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	2*8 marks each	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	2*8 marks each	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	2*8 marks each	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	2*8 marks each	16
Q5.	Case Study/Application based Questions: (Module I to IV)	2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks	11
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program : Bachelor in Management Studies				Semester IV			
Course : Taxation				Code :			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	Nil	Nil	04	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test (Duration 20 Mins)			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> • To understand the provisions of Income tax and GST • To study various heads of income under Income tax act • To study deductions from total income • To compute taxable income of Individuals 							
Learning Outcomes							
Learners will be able to:							
<ul style="list-style-type: none"> • Determine the residential status of assessee • Comprehend various heads of income • Rightly make use of deductions while filing returns • Compute taxable income of Individuals • Understand the basics of GST 							
Pedagogy							
Lecture, case analysis, practical filing of returns etc.							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<u>Definitions and Residential Status</u> Basic Terms (S. 2,3,4) Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Transfer. Determination of Residential Status of Individual, Scope of Total Income (S.5) Exempt Incomes (S. 10)	Lecture, practical case analysis and sums.	10 Lectures	<ul style="list-style-type: none"> Income Tax Act- Bare act Dr V K Singhania-Direct Tax Law & Practice <i>GST Bare Act 2017</i> <i>GST Law & Practice - V.S Datey (6th Edition)</i>
II	<u>Heads of Income – I</u> Salary (S.15-17) Income from House Property (S. 22-27) Profit & Gain from Business and Profession (S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B)	Lecture, practical case analysis and sums.	20 Lectures	<ul style="list-style-type: none"> <i>GST Law & Practice - V.S Datey (6th Edition)</i>
III	<u>Heads of Income – II</u> Capital Gain (S. 45, 48, 49, 50 and 54) Income from other sources (S.56- 59) (Exclusions related to specified heads to be covered with relevant heads of income) <u>Deductions under Chapter VI A</u> Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA	Lecture, practical case analysis and sums.	20 lectures	
IV	<u>Introduction to GST</u> Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST. <u>Conceptual Framework</u> \ CGST, IGST, SGST, UTGST,	Lecture, practical case analysis and sums.	10 Lectures	

Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST. Levy and Collection of GST Levy and Collection of CGST, IGST, SGST, UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act) GST Rate Schedule for Goods and Services.			
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Note: The Syllabus is restricted to study of particular sections, specifically mentioned rules and notifications only.

1. All modules / units include Computational problems / Case Study.
2. The Law In force on 1st April immediately preceding the commencement of Academic year will be applicable for ensuing Examinations.

EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

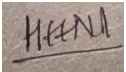
Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Numerical/Practical Subjects)

Question Number	Description	Marks	Total Marks
Q1.	Practical/Numerical (Compulsory Question)	15	15
Q2 to Q5	Practical / Numerical Questions (Attempt any 3 out of 4 Questions) **<i>(Each question carries 15 marks each – sub-questions can be:</i>	15*3	45

	<i>a. 1*15 marks or</i> <i>b. 2*7.5 marks or</i> <i>c. 3*5 marks or</i> <i>d. 1*10 marks and 1*5 marks or</i> <i>e. 1*8 marks and 1*7 marks)</i>		
Q6.	Write notes on the following: (Any 3 out of 4): a. b. c. d.	5 5 5 5	15
	TOTAL MARKS		75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program : Bachelor in Management Studies				Semester : IV	
Course : Business Analytics				Code :	
Teaching Scheme				Evaluation Scheme	
Lecture	Practical	Tutorial	Credits	Theory	
				Internal 25 Marks	External 75 Marks
60	Nil	Nil	04		
Internal Component					
Class Test (Duration 20 Mins)			Projects / Assignments	Class Participation	
10 Marks			15 Marks	---	
Learning Objectives:					
<ol style="list-style-type: none"> 1. To enable the user to understand the growing relevance of Analytics in various sectors. 2. To describe and demonstrate the process and techniques of data mining, data presentation, data modelling and Artificial Intelligence. 3. To enable the learner to read, understand, interpret and examine analytical reports. 4. To enable the learner to analyse and represent the data in a manner that can be used for comparing, valuing and weighing various alternatives. 					
Learning Outcomes:					
<ol style="list-style-type: none"> 1. Learners recognize the changing dynamics in the field of data and growing relevance of Business analytics. 2. Learners will apply various data presentation techniques for improved visualization of data, leading to improved decision making. 3. Learners operate data using various data mining techniques from various data sources, convert them to relational databases with structured data and apply it in various sectors. 4. Learners will assemble, formulate and construct data models along with statistical methods for various types and sectors of Analytics which is bound to upsurge the current Business scenario. 					
Pedagogy: Classroom learning, Presentation, Theory Notes, Assignments, Case Study					

Module	Content	Pedagogy	Duration	Reference Books
I	<p>Introduction to Business Analytics, Data Bases, Data Warehousing and Data Mining</p> <p>Concept of analytics, Types of Analytics, Application fields - Marketing Analytics, Finance Analytics, HR Analytics, Operation Analytics, organization and source of data, importance of data quality, dealing with missing or incomplete data, Role of Data Scientist in Business & Society.</p> <p>Types of Data Sources- Structured Vs Semi Structured Vs Unstructured data, Data Warehouse Vs Databases, Relational Database vs Non-Relational Database, RDBMS Data structures, Columnar Data structures. Data Mining meaning, Association Rules and clustering, Decision trees, Random forests.</p>	<p>PPT</p> <p>Theory Notes</p> <p>Case study</p>	15	<ul style="list-style-type: none"> • Data Mining: Concepts and Techniques”, Morgan Kaufmann Publication • Turban E, Armson, JE, Liang, TP & Sharda, Decision support and BusinessIntelligence Systems,John Wiley & Sons
II	<p>Analytics Methodology</p> <p>Introduction to Analytics Methodology, preparing objectives & identifying data requirements, Data Collection, Understanding data, Data preparation – Data Cleansing, Normalization, Data preparation, Data Blending, Data Modeling, Evaluation & feedback</p>	<p>PPT</p> <p>Theory Notes</p> <p>Case study</p>	15	<ul style="list-style-type: none"> • Business Intelligence,Analytics and data science: a managerialperspective 4th ed. byRamesh Sharda • Business Intelligenceand Analytics by Drew Bentley

III	<p>Visualization of Data</p> <p>Introduction, Data summarization methods; Tables, Graphs, Charts, Histograms, Frequency distributions, Relative Frequency Measures of Central Tendency and Dispersion; Box Plot; Basic probability concepts, conditional probability, Probability distributions, Continuous and discrete distributions, sequential decision making.</p>	<p>PPT</p> <p>Theory</p> <p>Notes</p> <p>Case study</p>	15	<ul style="list-style-type: none"> Efraim Turban, Ramesh Sharda, Jay Aronson, David King, Decision Support and Business Intelligence Systems, Pearson Education
IV	<p>Business Intelligence</p> <p>Introduction to BI and Elements of Power BI: Power BI dashboards, Introduction to the Power BI desktop workspace and components, Components and Visuals and Report, Understanding In-built Basic Functions- Sum/Average/Count etc.</p> <p>Future Trends</p> <p>Role of Artificial Intelligence in Business, Machine Intelligence, Competitive Intelligence, Text Mining, Web Analytics (Web content mining, Web usage mining, Web structure mining), Role of Intelligent Agents in e-business, E-commerce, M-commerce, Location Analytics, Intelligent Agent in search & retrieval, Personalization and Comparison, Social Media Analysis, Big Data Tools & Techniques, Content Analytics (Sentimental Analysis & Opinion Analysis). Ethical and Legal considerations in Business Analytics</p>	<p>PPT</p> <p>Theory</p> <p>Notes</p> <p>Case study</p> <p>Hands on sessions</p>	15	<ul style="list-style-type: none"> Business Intelligence and Analytics: Systems for decision support. Global ed. 2014 by Ramesh Sharda • Dursun Delen • Efraim Turban Key Business Analytics: The 60+ business analysis tools every manager needs to know by Bernard Marr

EVALUATION PATTERN:

i) Details of Continuous Assessment (CA): 25% of the total marks per course

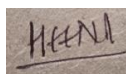
Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	2*8 marks each	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	2*8 marks each	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	2*8 marks each	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	2*8 marks each	16
Q5.	Case Study/Application based Questions: (Module I to IV)	2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks	11
TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)

Program : Bachelor of Management Studies				Semester : IV			
Course : Venture Capital and Private Equity							
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignments/Presentations/Viva			Class Participation	
10 Marks			15 marks			Nil	
Learning Objectives :							
<ol style="list-style-type: none"> To enable learners to understand the role of venture capitalists and Private Equity and how they finance entrepreneurs. To help learners identify and distinguish between Venture Capital, Private Equity and Hedge funds. To help learners implement valuation of firm's techniques and technical aspects related to Venture Capital and Private Equity while analyzing companies and raising funds. To describe to the learner's various financial techniques related to equity financing along with the exit routes for the same. To equip learners with skills required to select a particular source of finance for their venture. To enable learners to formulate the inflow and outflow of money for their Business. 							
Learning Objectives :							
<ol style="list-style-type: none"> Learners recognize the various forms of funding for a Business entity. Learners will be able to relate to Angel funding, Venture Capitalist funding, Private equity funding and Hedge funds enabling them to solve real time financial issues. Learners will be able to differentiate between various sources of finance with their pros and cons and stages of investments enabling them to weigh, select and suggest the most appropriate source of funding for their personal venture or company. Learners will be able to develop a rational expansion plan with appropriate funding techniques for corporate restructuring. 							
Pedagogy :							
Class lectures, case studies							

Detailed Syllabus Plan

Module	Module Content	Pedagogy Used	No. of Lectures	Reference Books
1	<p>Overview:</p> <p>Overview of VC, Types, features roles, Concept of PE, types, features and Roles, Difference between PE, VC and Hedge Funds, PE fund, legal structure, required norms and requirements to be followed, Investment features and considerations, PE Multiples.</p>	Class lectures, case studies.	11	Introduction to Private Equity: Venture, Growth, LBO and Turn–Around Capital (The Wiley Finance Series)
2	<p>Structure:</p> <p>Structure of VC and PE, LLP, Routes of VC, PE routes in India, IPO promoter buyback, sale to other PE funds, Sale to strategic investors, Stake Swap, M&As etc. Strategies of Private Equity Leverage Buyout- GrowthCapital, Mezzanine Capital, Distressed Debt, Other Strategies.</p>	Class lectures, case studies.	12	The Masters of Private Equity and Venture Capital: Robert Finkel: McGraw Hill Education
3	<p>Valuation:</p> <p>Valuation of VC and PE, Various Valuation Approaches, Pre Funding and Post funding Value, Risk and Returns, Analysis of Funds, Conventional Method, Revenue multiplier method.</p>	Class lectures, case studies.	11	Guide to Private Equity: CA Neha Bhuvania: Taxmann Ashwat Damodaran Start up Valuation E Book
4	<p>Modes of Exits and Challenges:</p> <p>Modes of exits in Indian Context and Challenges involved, global PE trends, Recent developments contributing to the growth of Startups and VC interest in India. IPO promoter buyback, sale to other PE funds, Sale to strategic investors, Stake Swap, M&As etc.</p>	Class lectures, case studies.	11	The Business of Venture Capital: Mahendra Ransighani, Wiely Finance

EVALUATION PATTERN:

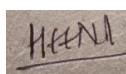
i) Details of Continuous Assessment (CA): 25% of the total marks per course

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	15 marks
Component 2 (CA-2) -	Test	10 marks

ii) Details of Semester End Examination: 75% of the total marks per course. Duration of examination will be two and half hours

QUESTION PAPER FORMAT (For Theory Subjects)*All Questions are compulsory*

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.	<i>2*8 marks each</i>	16
Q2.	Answer any 2 from the following: (Module II) a. b. c.	<i>2*8 marks each</i>	16
Q3.	Answer any 2 from the following: (Module III) a. b. c.	<i>2*8 marks each</i>	16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.	<i>2*8 marks each</i>	16
Q5.	Case Study/Application based Questions: (Module I to IV)	<i>2*5.5 marks each Or 2*4 marks each and 1*3 marks Or 1*6 marks and 1*5 marks</i>	11
TOTAL MARKS			75


Signature
(Program Chairperson & Vice Principal)Signature
(Principal)

Program : Bachelor in Management Studies				Semester: IV			
Course : International Business				Code :			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	nil	03	25 Marks	75 Marks	nil	nil
Internal Component							
Class Test (Duration 20Mins)			Assignments/Presentations			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives							
<ul style="list-style-type: none"> To introduce International Business and discuss the challenges involved in it. To orient about exports/import procedures & documentation. To educate about the export/import financing. To create awareness about the institutional support, schemes and various other measures introduced by the government to promote international business. 							
Learning Outcomes							
<ul style="list-style-type: none"> Learners will understand the dynamics of International Business and the role of global institutions in the growth and development of world trade. Learners will be acquainted with product planning and distribution wrt. the international markets. Learners will be updated with foreign trade policies regulating foreign trade and institutional support offered by government to promote exports. Learners will be equipped with the knowledge of legal formalities, documentation and steps involved in export-import. 							
Pedagogy							
Lectures, audio-video presentations, business games, research documentaries, literature review (research papers/ articles, news articles, blogs etc.), brain storming and other group assignments.							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p><u>Introduction to International Business</u></p> <ul style="list-style-type: none"> International Business: Meaning, features, factors influencing international business, challenges, phases, benefits, difference, Role of /MNC's. 	Lectures Case study Group Assignments	12 lectures	International Business- P. Subba Rao International Business – Vyuptakesh Sharan

	<ul style="list-style-type: none"> • Trade barriers & Trade blocks: Tariff & Nontariffbarriers, Economic/regional integrations-Forms of economic integrations. • Role of Global institutions in development & growth of world trade • Orientation of business towards internationalization-EPRG Model • Foreign market entry Strategies 			International Business environment & Operations – Johan D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan & Prashant Salwan
II	<p><u>International Product Planning and Distribution</u></p> <ul style="list-style-type: none"> • Product: Product Mix, Branding (trade mark & copyright) packaging and labeling. • Pricing: Methods, strategies, pricing quotation & terms of payment • Promotion: Tools & factors influencing promotion • Distribution: Types of channels & factors influencing choice of distribution channels. • Inclusion of E-marketing in global space • Globe Framework/ Hofstede model. 	Lectures Case study Group Assignments	10 lectures	International Marketing strategy planning, Market entry & implementation- Roger Bennett & Jim Blythe Global Marketing Management- Warren J Keegan International Marketing- Justin Paul & Ramneek Kapoor
III	<p><u>Indian foreign trade policy & Institutional support</u></p> <ul style="list-style-type: none"> • Foreign Trade Policy ✓ Highlights of Foreign Trade Policy • Institutional support to exporters (Financial, technical, Marketing): DGFT, Indian trade promotion organisation, Indian Institute of Foreign Trade, Indian Institute of 	Lectures Case study Group Assignments	10 lectures	International Trade and Export Management- Francis Cherunilam Taxmann's Handbook of special economic zones/ Export oriented units- V.s. Datey

	Packaging, Export Promotion Councils, Status Holders and SEZ. <ul style="list-style-type: none"> • Measures to promote exports • Overview of India's foreign trade & contribution of service sector in India's foreign trade. 			
IV	<u>Documentation and Export Import Procedures</u> <ul style="list-style-type: none"> • Commercial & regulatory documents- Commercial invoice, packing list, letter of credit, bill of lading, certificate of origin, shipping bill, consular invoice, airway bill and other documents. • Export & import procedure • Role of Indian Customs EDI System • Export financing: Types (pre-shipment & post-shipment) procedure, role of EXIM Bank and other financial institutions. • Export risk management: Cargo insurance & Export credit insurance 	Lectures Case study Group Assignments	13 lectures	Foreign Trade Theories, Procedures & Documentation- Apeksha & Jain Khushpat S. Export Import Management- Justin Paul & Rajiv Aserkar Foreign Trade & foreign Exchange – O. P Agarwal & B. K. Chaudhuri

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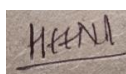
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TOTAL MARKS			75



Signature
(Program Chairperson & Vice Principal)

Signature
(Principal)
