

# University of Mumbai



**Revised Syllabus  
and  
Question Paper Pattern  
of Courses  
of  
Bachelor of Management Studies  
(BMS) Programme  
Second Year  
*Semester III and IV***

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

*(To be implemented from Academic Year- 2017-2018)  
Board of Studies-in-Business Management, University of Mumbai*

# Bachelor of Management Studies (BMS) Programme

## Under Choice Based Credit, Grading and Semester System

### Course Structure

### SYBMS

(To be implemented from Academic Year- 2017-2018)

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

<b>*List of Skill Enhancement Courses (SEC) for Semester III (Any One)</b>		<b>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</b>	
1	Foundation Course (Environmental Management) - III	1	Foundation Course (Ethics & Governance) - IV
2	Foundation Course-Contemporary Issues-III	2	Foundation Course-Contemporary Issues-IV
3	Foundation Course in NSS - III	3	Foundation Course in NSS - IV
4	Foundation Course in NCC - III	4	Foundation Course in NCC - IV
5	Foundation Course in Physical Education- III	5	Foundation Course in Physical Education- IV
<b>Note: Course selected in Semester I will continue in Semester III &amp; IV</b>			

<b>*List of group of Elective Courses(EC) for Semester III (Any two)</b>		<b>** List of group of Elective Courses(EC) for Semester IV (Any two)</b>	
<b>Group A: Finance Electives (Any Two Courses)</b>			
1	Basics of Financial Services	1	Financial Institutions & Markets
2	Introduction to Cost Accounting	2	Auditing
3	Equity & Debt Market	3	Strategic Cost Management
4	Corporate Finance	4	Corporate Restructuring
<b>Group B:Marketing Electives (Any Two Courses)</b>			
1	Consumer Behaviour	1	Integrated Marketing Communication
2	Product Innovations Management	2	Rural Marketing
3	Advertising	3	Event Marketing
4	Social Marketing	4	Tourism Marketing
<b>Group C: Human Resource Electives(Any Two Courses)</b>			
1	Recruitment & Selection	1	Human Resource Planning & Information System
2	Motivation and Leadership	2	Training & Development in HRM
3	Employees Relations & Welfare	3	Change Management
4	Organisation Behaviour & HRM	4	Conflict & Negotiation
<b>Note: Group Selected in Semester III will continue in Semester IV.</b>			

**Bachelor of Management Studies (BMS)**  
**Programme**  
*Under Choice Based Credit, Grading and Semester System*  
**Course Structure**

*(To be implemented from Academic Year- 2017-2018)*

**Semester III**

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

<b><i>*List of Skill Enhancement Courses (SEC) for Semester III (Any One)</i></b>	
1	Foundation Course (Environmental Management) - III
2	Foundation Course-Contemporary Issues-III
3	Foundation Course in NSS - III
4	Foundation Course in NCC - III
5	Foundation Course in Physical Education - III

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

**Elective Courses (EC)  
Group A. Finance Electives**

**1. Basics of Financial Services**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Financial System	14
2	Commercial Banks, RBI And Development Banks	16
3	Insurance	15
4	Mutual Funds	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The course aims at explaining the core concepts of business finance and its importance in managing a business
2	The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools, types, instruments of financial system in the realm of Indian Financial Market.

Sr. No.	Modules / Units
1	<b>Financial System:</b>
	<ul style="list-style-type: none"> <li>• An overview of Financial System, Financial Markets, Structure of Financial Market (Organised and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System(Overview of SEBI and RBI-Role and Importance as regulators).</li> </ul>
2	<b>Commercial Banks, RBI And Development Banks</b>
	<ul style="list-style-type: none"> <li>• <b>Concept of Commercial Banks-</b> Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.</li> <li>• <b>Reserve Bank of India-</b>Organisation &amp;Management, Role And Functions</li> <li>• <b>Development Banks-</b>Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks.</li> </ul>
3	<b>Insurance:</b>
	<ul style="list-style-type: none"> <li>• Concept, Basic Characteristics of Insurance, Insurance Company Operations, Principles of Insurance, Reinsurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products, Basic Idea About Fire And Marine Insurance and Bancassurance</li> </ul>
4	<b>Mutual Funds:</b>
	<ul style="list-style-type: none"> <li>• Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning of Mutual Funds In India.</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

**Elective Courses (EC)  
Group A. Finance Electives**

**2. Introduction to Cost Accounting**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Elements of Cost	20
3	Cost Projection	15
4	Emerging Cost Concepts	10
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	This course exposes the students to the basic concepts and the tools used in Cost Accounting
2	To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• 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)- - Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing ( Practical Problems)</li> </ul>
2	<b>Elements of Cost</b>
	<ul style="list-style-type: none"> <li>• <b>Material Costing</b>- Stock valuation (FIFO &amp; weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems)</li> <li>• <b>Labour Costing</b> – (Bonus and Incentive Plans) (Practical Problems)</li> <li>• <b>Overhead Costing</b> (Primary and Secondary Distribution)</li> </ul>
3	<b>Cost Projection</b>
	<ul style="list-style-type: none"> <li>• Cost Sheet (Current and Estimated) ) ( Practical Problems)</li> <li>• Reconciliation of financial accounts and cost accounting (Practical Problems)</li> </ul>
4	<b>Emerging Cost Concepts</b>
	Uniform Costing and Interfirm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard



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**Elective Courses (EC)  
Group A. Finance Electives**

**3. Equity and Debt Market**

**Modules at a Glance**

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

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	This paper will enable the students to understand the evolution of various aspects of financial markets which in turn will help them in framing the financial policies, development of financial instruments and processes and evolving the strategies during crisis. The teaching will be done mainly through materials available on internet and published research papers

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

**Elective Courses (EC)  
Group A. Finance Electives**

**4. Corporate Finance**

**Modules at a Glance**

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

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making
2	The course aims at explaining the core concepts of corporate finance and its importance in managing a business
3	To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
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**Elective Courses (EC)  
Group B. Marketing Electives**

**1. Consumer Behaviour**

**Modules at a Glance**

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

**Objectives**

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

**Elective Courses (EC)  
Group B. Marketing Electives**

**2. Product Innovations Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Innovations Management	15
2	Managerial Aspects of Innovations functions	15
3	Product innovations, Process Innovations and Innovations Diffusion	15
4	New Product Development Strategy	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand the concept of innovations and relevance of innovations in the present day scenario.
2	To understand the importance of protecting innovations and legal aspects related to innovations
3	To study product innovations, process innovations and innovations diffusion
4	To acquaint the students with stages in new product development

Sr. No.	Modules / Units
1	<b>Innovations Management</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction -Innovations Management</b> Innovations: Concept; Features; Types of Innovations; Innovations management; Features of Innovations Management; Significance of innovations; Principles of innovations.</li> <li>• <b>Thinking Tools for Innovations</b> Left and right brain thinking; Creative thinking; Traditional V/S Creative thinking; Intuition; Introduction to creativity; Process of creativity; Creativity methods</li> <li>• <b>Legal Aspects of innovations</b> Safeguarding innovations; Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights ;Trade secrets</li> </ul>
2	<b>Managerial Aspects of Innovations functions</b>
	<ul style="list-style-type: none"> <li>• <b>Organizing for Innovations</b> Introduction; Concepts; Organizational theories and structures; Traits of innovative organization; Factors influencing organizational design and Size decision.</li> <li>• <b>Strategizing Innovations</b> Introduction; Innovations as a strategy component; Developing innovation strategy; Innovation strategies; Market standing based strategies.</li> <li>• <b>Managing Innovations Functions</b> Introduction; Style at the top; Planning; Organizing; Staffing; Controlling; Characteristics of good management</li> <li>• <b>Climate and culture for innovations</b> Introduction; Need for creative organizations; Characteristics of creative organizations; Creating creative organizations – 7s framework; Fostering innovations climate and culture.</li> </ul>
3	<b>Product innovations, Process Innovations and Innovations Diffusion</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to product innovations</b> Types of new products; Technology strategy for product innovation; New product development process; Packaging innovations; Positioning innovations; New product failures; Cases of Innovating companies.</li> <li>• <b>Process Innovations</b> Introduction; Concept of Process; Features of process; Types of process innovations; Process Management; Process improvement methods; Business process reengineering; Benchmarking.</li> <li>• <b>Innovations Diffusion</b> Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion as an integral part of innovation strategy; Innovations diffusion theories; Factors influencing diffusion strategy; Internalization of innovations.</li> </ul>
4	<b>New Product Development Strategy</b>
	<ul style="list-style-type: none"> <li>• <b>New Product Development and Product specifications</b> Concept of new product development, specifications: Establishment of specifications, Establishing Target specifications; Setting the final specifications.</li> <li>• <b>Concept Generation, Selection and Testing</b> 5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing.</li> <li>• <b>Product testing</b> Introduction, Purpose of product testing; Overriding concerns of product testing; Major decision in constructing a product test.</li> </ul>



**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester III  
with Effect from the Academic Year 2017-2018**

**Elective Courses (EC)  
Group B. Marketing Electives**

**3. Advertising**

**Modules at a Glance**

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

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand and examine the growing importance of advertising
2	To understand the construction of an effective advertisement
3	To understand the role of advertising in contemporary scenario
4	To understand the future and career in advertising

Sr. No.	Modules / Units
1	<b>Introduction to Advertising</b>
	<ul style="list-style-type: none"> <li>• Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</li> <li>• Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising</li> <li>• Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance</li> <li>• Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising</li> <li>• Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising</li> </ul>
2	<b>Strategy and Planning Process in Advertising</b>
	<ul style="list-style-type: none"> <li>• Advertising Planning process &amp; Strategy : Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools</li> <li>• Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC</li> <li>• Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</li> </ul>
3	<b>Creativity in Advertising</b>
	<ul style="list-style-type: none"> <li>• Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</li> <li>• Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –</li> <li>• Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</li> <li>• Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</li> <li>• Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research</li> </ul>

Sr. No.	Modules / Units
4	<b>Budget, Evaluation, Current trends and careers in Advertising</b>
	<ul style="list-style-type: none"> <li>• Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</li> <li>• Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing</li> <li>• Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends</li> <li>• Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</li> </ul>

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**Elective Courses (EC)  
Group B. Marketing Electives**

**4. Social Marketing**

**Modules at a Glance**

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

**Objectives**

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

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

**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
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with Effect from the Academic Year 2017-2018**

**Elective Courses (EC)  
Group C. Human Resource Electives**

**1. Recruitment & Selection**

**Modules at a Glance**

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

**Objectives**

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

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

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**Elective Courses (EC)  
Group C. Human Resource Electives**

**2. Motivation & Leadership**

**Modules at a Glance**

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

**Objectives**

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



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

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**Elective Courses (EC)  
Group C. Human Resource Electives**

**3. Employees Relations & Welfare**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Employee Relations and Collective Bargaining	15
2	Overview of Employee Welfare	15
3	Welfare and Work Environment Management	15
4	Workers Participation and Employee Grievance	15
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To understand the nature and importance of employee relations in an organization
2	To understand the importance of collective bargaining and Workers participation
3	To understand the causes and effects of employee grievances as well as the procedure to solve the same

Sr. No.	Modules / Units
1	<b>Overview of Employee Relations and Collective Bargaining</b>
	<ul style="list-style-type: none"> <li>• <b>Employee Relations</b> - Meaning, Scope, Elements of Employee Relations, Role of HR in Employee Relations</li> <li>• <b>Employee Relation Policies</b> – Meaning and Scope.</li> <li>• <b>Ways to Improve Employee Relations</b></li> <li>• <b>Collective Bargaining</b> – Meaning, Characteristics, Need and Importance, Classification of collective bargaining - Distributive bargaining, Integrative bargaining, Attitudinal structuring and Intra-organizational bargaining; Principles of Collective Bargaining, Process, Causes for Failure of Collective Bargaining, Conditions for Successful Collective Bargaining</li> <li>• <b>Collective Bargaining Strategies</b> - Parallel or Pattern Bargaining, Multi-employer or Coalition Bargaining, Multi-unit or Coordinated Bargaining, and Single-unit Bargaining</li> <li>• <b>Current Trends</b> in Collective Bargaining</li> </ul>
2	<b>Overview of Employee Welfare</b>
	<ul style="list-style-type: none"> <li>• Meaning, Need for Employee Welfare, Principles of Employee/ Labour Welfare, Scope for Employee/ Labour Welfare in India, Types of Welfare Services – Individual and Group.</li> <li>• <b>Historical Development of Employee/ Labour Welfare in India</b> – Pre and Post-Independence, Employee/ Labour Welfare Practices in India</li> <li>• <b>Approaches to Employee/ Labour Welfare</b> – Paternalistic, Atomistic, Mechanistic, Humanistic approach</li> <li>• <b>Theories of Employee Welfare</b>—Policing Theory, Religion Theory, Philanthropic Theory, Trusteeship Theory, Public Relations Theory, Functional Theory</li> <li>• <b>Administration of Welfare Facilities</b> – Welfare Policy, Organisation of Welfare, Assessment of Effectiveness.</li> </ul>
3	<b>Welfare and Work Environment Management</b>
	<ul style="list-style-type: none"> <li>• <b>Agencies for Labour Welfare</b> – Central Government, State Government, Employers, Trade Union</li> <li>• <b>Women Welfare</b> - Meaning, Need for women welfare, Provision of Factories Act as applicable for women welfare</li> <li>• <b>Responsibility of Employers towards labour welfare</b></li> <li>• <b>Work Environment Management</b> – Meaning, Need for healthy work environment, measures for providing healthy work, Fatigue at work – Meaning, Causes and Symptoms of Fatigue, Boredom at Workplace – Meaning, Hazards at Workplace – Meaning, Types of Hazards – Physical and Social, Hazard Management – Meaning and Process, Hazard Audit - Concept</li> <li>• <b>Accidents and Safety Issues at Workplace</b> – Safety, Safety Culture</li> </ul>
4	<b>Workers Participation and Employee Grievance</b>
	<ul style="list-style-type: none"> <li>• <b>Workers Participation in Management</b> – Concept, Pre-requisites, forms &amp; levels of participation, Benefit of Workers Participation in Management, Importance of employee stock option plans as a method of participation.</li> <li>• <b>Employee Grievance</b> – Meaning, Features, Causes and Effects of Employee Grievances, Employee Grievance Handling Procedure, Effective Ways of Handling Grievance</li> <li>• Role of Industrial Relations Manager in Promoting &amp; Establishing Peaceful Employee Relations</li> </ul>

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**Elective Courses (EC)  
Group C. Human Resource Electives**

**4. Organisation Behaviour & HRM**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Organisational Behaviour I	12
2	Organisational Behaviour II	13
3	Human Resource Management-I	17
4	Human Resource Management-II	18
<b>Total</b>		<b>60</b>

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objective of this course is to familiarize the student with the fundamental aspects of Various issues associated with Human Resource Management as a whole.
2	The course aims to give a comprehensive overview of Organization Behaviour as a separate area of management.
3	To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management & OB.

Sr. No.	Modules / Units
1	<b>Organisational Behaviour-I</b>
	<ul style="list-style-type: none"> <li>• Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB</li> <li>• Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture&amp; Climate</li> <li>• Individual and Group Behaviour-OB models–Autocratic, Custodial, Supportive, Collegial &amp; SOBC in context with Indian OB</li> <li>• Human Relations and Organizational Behaviour</li> </ul>
2	<b>Organisational Behaviour-II</b>
	<ul style="list-style-type: none"> <li>• Managing Communication: Conflict management techniques.</li> <li>• Time management strategies.</li> <li>• Learning Organization and Organizational Design</li> <li>• Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing</li> </ul>
3	<b>Human Resource Management-I</b>
	<ul style="list-style-type: none"> <li>• HRM-Meaning, objectives, scope and functions</li> <li>• HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies</li> <li>• HRD-Concept ,meaning, objectives, HRD functions</li> </ul>
4	<b>Human Resource Management-II</b>
	<ul style="list-style-type: none"> <li>• Performance Appraisal: concept, process, methods and problems, KRA'S</li> <li>• Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.</li> <li>• Career planning-concept of career Planning, Career stages and carrier planning</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
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**2. Ability Enhancement Courses (AEC)  
2A. Ability Enhancement Compulsory Course**

**3. Information Technology in Business Management-I**

**Modules at a Glance**

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

**Objectives**

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

Sr. No.	Modules / Units
1	<p data-bbox="326 191 867 222"><b>Introduction to IT Support in Management</b></p> <ul style="list-style-type: none"> <li data-bbox="326 239 805 270">• <b>Information Technology concepts</b> Concept of Data, Information and Knowledge Concept of Database</li> <li data-bbox="326 352 1187 384">• <b>Introduction to Information Systems and its major components.</b> Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) <ul style="list-style-type: none"> <li data-bbox="375 499 1321 531">▪ Types of CBIS - brief descriptions and their interrelationships/hierarchies</li> <li data-bbox="375 537 810 569">▪ Office Automation System(OAS)</li> <li data-bbox="375 575 857 606">▪ Transaction Processing System(TPS)</li> <li data-bbox="375 613 899 644">▪ Management Information System(MIS)</li> <li data-bbox="375 651 805 682">▪ Decision Support Systems (DSS)</li> <li data-bbox="375 688 839 720">▪ Executive Information System(EIS)</li> <li data-bbox="375 726 915 758">▪ Knowledge based system, Expert system</li> </ul> </li> <li data-bbox="326 764 976 795">• <b>Success and Failure of Information Technology.</b> Failures of Nike and AT&amp;T</li> <li data-bbox="326 842 683 873">• <b>IT Development Trends.</b> Major areas of IT Applications in Management</li> <li data-bbox="326 919 1045 951">• <b>Concept of Digital Economy and Digital Organization.</b></li> <li data-bbox="326 957 537 989">• <b>IT Resources</b> Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</li> </ul>
2	<p data-bbox="326 1068 768 1100"><b>Office Automation using MS Office</b></p> <ul style="list-style-type: none"> <li data-bbox="326 1119 907 1371">• <b>Learn Word:</b> Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature.</li> <li data-bbox="326 1377 1395 1713">• <b>Spreadsheet application (e.g. MS-Excel/openoffice.org)</b> Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math &amp; trig, statistical, date &amp; time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver,</li> <li data-bbox="326 1719 1395 1936">• <b>Presentation Software</b> Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation</li> </ul>

Sr. No.	Modules / Units
3	<b>Email, Internet and its Applications</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Email</b> Writing professional emails Creating digitally signed documents.</li> <li>• <b>Use of Outlook</b> : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software</li> <li>• <b>Internet</b> Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN</li> <li>• <b>DNS Basics.</b> Domain Name Registration, Hosting Basics.</li> <li>• <b>Emergence of E-commerce and M-Commerce</b> Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.</li> </ul>
4	<b>E-Security Systems</b>
	<ul style="list-style-type: none"> <li>• <b>Threats to Computer systems and control measures.</b> Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management</li> <li>• <b>IT Risk</b> Definition, Measuring IT Risk, Risk Mitigation and Management</li> <li>• <b>Information Systems Security</b></li> <li>• <b>Security on the internet</b> Network and website security risks Website Hacking and Issues therein. Security and Email</li> <li>• <b>E-Business Risk Management Issues</b> Firewall concept and component, Benefits of Firewall</li> <li>• <b>Understanding and defining Enterprise wide security framework</b></li> <li>• <b>Information Security Environment in India with respect to real Time Application in Business</b> Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; E-Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions</li> <li>• <b>Threat Hunting Software</b></li> </ul>



***Revised Syllabus of Courses of Bachelor of Management Studies  
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***2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)***

**4. Foundation Course –III  
Environmental Management**

***Modules at a Glance***

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

Sr. No.	Modules / Units
1	<b>Environmental Concepts:</b>
	<ul style="list-style-type: none"> <li>• <b>Environment:</b> Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere</li> <li>• <b>Biogeochemical cycles</b> - Concept and water cycle</li> <li>• Ecosystem &amp; Ecology; Food chain, food web &amp; Energy flow pyramid</li> <li>• <b>Resources:</b> Meaning, classification( Renewable &amp; non-renewable), types &amp; Exploitation of Natural resources in sustainable manner</li> </ul>
2	<b>Environment degradation</b>
	<ul style="list-style-type: none"> <li>• <b>Degradation</b>-Meaning and causes, degradation of land, forest and agricultural land and its remedies</li> <li>• <b>Pollution</b> – meaning, types, causes and remedies (land, air, water and others)</li> <li>• <b>Global warming:</b> meaning, causes and effects.</li> <li>• <b>Disaster Management:</b> meaning, disaster management cycle.</li> <li>• <b>Waste Management:</b> Definition and types -solid waste management anthropogenic waste, e-waste &amp; biomedical waste (consumerism as a cause of waste)</li> </ul>
3	<b>Sustainability and role of business</b>
	<ul style="list-style-type: none"> <li>• Sustainability: Definition, importance and Environment Conservation.</li> <li>• Environmental clearance for establishing and operating Industries in India.</li> <li>• EIA, Environmental auditing, ISO 14001</li> <li>• Salient features of Water Act, Air Act and Wildlife Protection Act.</li> <li>• Carbon bank &amp; Kyoto protocol</li> </ul>
4	<b>Innovations in business- an environmental perspective</b>
	<p><b>Non-Conventional energy sources-</b> Wind, Bio-fuel, Solar, Tidal and Nuclear Energy.</p> <p>Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, Waste management projects for profits ,other business projects for greener future</p>

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***2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)***

**Foundation Course- Contemporary Issues- III**

***Modules at a Glance***

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

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

## References

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

### Projects / Assignments (for Internal Assessment)

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

### QUESTION PAPER PATTERN (Semester III)

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

**TOTAL MARKS: 75**

**DURATION: 150 MINUTES**

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

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***2. Ability Enhancement Courses (AEC)***

***2B. Skill Enhancement Courses (SEC)***

**4. Foundation Course in NSS - III**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Value System & Gender sensitivity	12
2	Disaster preparedness & Disaster management	10
3	Health, hygiene & Diseases	13
4	Environment & Energy conservation	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Value System &amp; Gender sensitivity</b>
	<p><b>UNIT - I – Value System</b>  Meaning of value, Types of values- human values and social responsibilities- Indian value system- the concepts and its features</p> <p><b>UNIT - II - Gender sensitivity and woman empowerment</b>  Concept of gender- causes behind gender related problems- measures  Meaning of woman empowerment- schemes for woman empowerment in India</p>
2	<b>Disaster preparedness &amp; Disaster management</b>
	<p><b>UNIT - I - Basics of Disaster preparedness</b>  Disaster- its meaning and types  Disaster preparedness- its meaning and methods</p> <p><b>UNIT - II - Disaster management</b>  Disaster management- concept- disaster cycle - role of technology in disaster response- role of as first responder – the study of ‘Avhan’ Model</p>
3	<b>Health, hygiene &amp; Diseases</b>
	<p><b>UNIT - I - Health and hygiene</b>  Concept of complete health and maintenance of hygiene</p> <p><b>UNIT - II - Diseases and disorders- preventive campaigning</b>  Diseases and disorders- preventive campaigning in Malaria, Tuberculosis, Dengue, Cancer, HIV/AIDS, Diabetes</p>
4	<b>Environment &amp; Energy conservation</b>
	<p><b>UNIT - I Environment and Environment enrichment program</b>  Environment- meaning, features , issues, conservation of natural resources and sustainability in environment</p> <p><b>UNIT - II Energy and Energy conservation program</b>  Energy- the concept, features- conventional and non- conventional energy  Energy conservation- the meaning and importance</p>



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2B. Skill Enhancement Courses (SEC)***

***4. Foundation Course in NCC - III***

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	National Integration & Awareness	10
2	Drill: Foot Drill	10
3	Adventure Training and Environment Awareness and Conservation	05
4	Personality Development and Leadership	10
5	Specialized subject (ARMY)	10
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>National Integration &amp; Awareness</b>
	<p><b>Desired outcome:</b> The students will display sense of patriotism, secular values and shall be transformed into motivated youth who will contribute towards nation building through national unity and social cohesion.</p> <p>The students shall enrich themselves about the history of our beloved country and will look forward for the solutions based on strengths to the challenges to the country for its development.</p> <ul style="list-style-type: none"> <li>• Freedom Struggle and nationalist movement in India.</li> <li>• National interests, Objectives, Threats and Opportunities.</li> <li>• Problems/ Challenges of National Integration.</li> <li>• Unity in Diversity</li> </ul>
2	<b>Drill: Foot Drill</b>
	<p><b>Desired outcome:</b> The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> <li>• Side pace, pace forward and to the rear</li> <li>• Turning on the march and whiling</li> <li>• Saluting on the march</li> <li>• Marking time, forward march and halt in quick time</li> <li>• Changing step</li> <li>• Formation of squad and squad drill</li> </ul>
3	<b>Adventure Training, Environment Awareness and Conservation</b>
3A	<b>Adventure Training</b>
	<p><b>Desired outcome:</b> The students will overcome fear &amp; inculcate within them the sense of adventure, sportsmanship, esprit-d-corp and develop confidence, courage, determination, diligence and quest for excellence.</p> <ul style="list-style-type: none"> <li>• Any Two such as – Obstacle course, Slithering, Trekking, Cycling, Rock Climbing, Para Sailing, Sailing, Scuba Diving etc.</li> </ul>
3B	<b>Environment Awareness and Conservation</b>
	<p><b>Desired outcome:</b> The student will be made aware of the modern techniques of waste management and pollution control.</p> <ul style="list-style-type: none"> <li>• Waste management</li> <li>• Pollution control, water, Air, Noise and Soil</li> </ul>
4	<b>Personality Development and Leadership</b>
	<p><b>Desired outcome:</b> The student will inculcate officer like qualities with desired ability to take right decisions.</p> <ul style="list-style-type: none"> <li>• Time management</li> <li>• Effect of Leadership with historical examples</li> <li>• Interview Skills</li> <li>• Conflict Motives- Resolution</li> </ul>

Sr. No.	Modules / Units
5	<b>Specialized Subject: Army Or Navy Or Air</b>
	<p><b><u>Army</u></b></p> <p><b>Desired outcome:</b> It will acquaint, expose &amp; provide knowledge about Army/ Navy/ Air force and to acquire information about expanse of Armed Forces ,service subjects and important battles</p> <p><b>A. Armed Force</b></p> <ul style="list-style-type: none"> <li>• Task and Role of Fighting Arms</li> <li>• Modes of Entry to Army</li> <li>• Honors and Awards</li> </ul> <p><b>B. Introduction to Infantry and weapons and equipments</b></p> <ul style="list-style-type: none"> <li>• Characteristics of 5.56mm INSAS Rifle, Ammunition, Fire power, Stripping, Assembling and Cleaning</li> <li>• Organization of Infantry Battalion.</li> </ul> <p><b>C. Military history</b></p> <ul style="list-style-type: none"> <li>• Study of battles of Indo-Pak War 1965,1971 and Kargil</li> <li>• War Movies</li> </ul> <p><b>D. Communication</b></p> <ul style="list-style-type: none"> <li>• Characteristics of Walkie-Talkies</li> <li>• Basic RT Procedure</li> <li>• Latest trends and Development (Multi Media, Video Conferencing, IT)</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b><u>Navy</u></b></p> <p><b>A. Naval orientation and service subjects</b></p> <ul style="list-style-type: none"> <li>• Organization of Ship- Introduction on Onboard Organization</li> <li>• Naval Customs and Traditions</li> <li>• Mode of Entry into Indian Navy</li> <li>• Branches of the Navy and their functions</li> <li>• Naval Campaign (Battle of Atlantic, Pearl Harbour, Falkland War/Fleet Review/ PFR/ IFR)s</li> </ul> <p><b>B. Ship and Boat Modelling</b></p> <ul style="list-style-type: none"> <li>• Types of Models</li> <li>• Introduction of Ship Model- Competition Types of Model Prepare in NSC and RDC</li> <li>• Care and handling of power-tools used- maintenance and purpose of tools</li> </ul>

Sr. No.	Modules / Units
	<p><b>C. Search and Rescue</b></p> <ul style="list-style-type: none"> <li>• Role of Indian Coast Guard related to SAR</li> </ul> <p><b>D. Swimming</b></p> <ul style="list-style-type: none"> <li>• Floating and Breathing Techniques- Precautions while Swimming</li> </ul> <p style="text-align: center;"><i>OR</i></p> <p><b><u>AIR</u></b></p> <p><b>A. General Service Knowledge</b></p> <ul style="list-style-type: none"> <li>• Organization Of Air Force</li> <li>• Branches of the IAF.</li> </ul> <p><b>B. Principles of Flight</b></p> <ul style="list-style-type: none"> <li>• Venturi Effect</li> <li>• Aerofoil</li> <li>• Forces on an Aircraft</li> <li>• Lift and Drag</li> </ul> <p><b>C. Airmanship</b></p> <ul style="list-style-type: none"> <li>• ATC/RT Procedures</li> <li>• Aviation Medicine</li> </ul> <p><b>D. Aero- Engines</b></p> <ul style="list-style-type: none"> <li>• Types of Engines</li> <li>• Piston Engines</li> <li>• Jet Engines</li> <li>• Turboprop Engines</li> </ul>

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***2. Ability Enhancement Courses (AEC)  
2B. Skill Enhancement Courses (SEC)***

**4. Foundation Course in Physical Education - III**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Nutrition	10
2	Evaluation of Health, Fitness and Wellness	10
3	Prevention and Care of Exercise Injuries	10
4	Sports Training	15
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Overview of Nutrition</b>
	<ul style="list-style-type: none"> <li>• Introduction to nutrition &amp; its principles</li> <li>• Role of Nutrition in promotion of health</li> <li>• Dietary Guidelines for Good Health</li> <li>• Regulation of water in body and factors influencing body temperature.</li> </ul>
2	<b>Evaluation of Health, Fitness and Wellness</b>
	<ul style="list-style-type: none"> <li>• Meaning &amp; Concept of holistic health</li> <li>• Evaluating Personal health-basic parameters</li> <li>• Evaluating Fitness Activities – Walking &amp; Jogging</li> <li>• Myths &amp; mis-conceptions of Personal fitness</li> </ul>
3	<b>Prevention and Care of Exercise Injuries</b>
	<ul style="list-style-type: none"> <li>• Types of Exercise Injuries</li> <li>• First Aid- Importance &amp; application in Exercise Injuries</li> <li>• Management of Soft tissues injuries</li> <li>• Management of bone injuries</li> </ul>
4	<b>Sports Training</b>
	<ul style="list-style-type: none"> <li>• Definition, aims &amp; objectives of Sports training</li> <li>• Importance of Sports training</li> <li>• Principles of Sports training</li> <li>• Drug abuse &amp; its effects</li> </ul>

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**3. Core Courses (CC)**

**5. Business Planning & Entrepreneurial Management**

**Modules at a Glance**

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

**Objectives**

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

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



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**3. Core Courses (CC)**

**6. Accounting for Managerial Decisions**

**Modules at a Glance**

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

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	To acquaint management learners with basic accounting fundamentals.
2	To develop financial analysis skills among learners.
3	The course aims at explaining the core concepts of business finance and its importance in managing a business

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

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**3. Core Courses (CC)**

**7. Strategic Management**

**Modules at a Glance**

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

**Objectives**

<b>SN</b>	<b>Objectives</b>
1	The objective of this course is to learn the management policies and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world.
2	The focus is to critically examine the management of the entire enterprise from the Top Management view points.
3	This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

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