

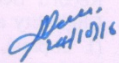
C 24-06-2016  
Item No. A.80

**UNIVERSITY OF MUMBAI**  
**No. UG/109 of 2016-17**

**CIRCULAR:-**

A reference is invited to the Syllabi relating to the Bachelor of Management Studies (B.M.S) degree programme vide this office Circular No. UG/144 of 2011 dated 14<sup>th</sup> June, 2011 the Principals of affiliated Colleges in Commerce are hereby informed that the approved by the Academic Council at its meeting held on 24<sup>th</sup> June, 2016 vide item No. 4.80 and that in accordance therewith, the revised syllabus as per Choice Based Credit System for (B.M.S) Program – Course Structure (Sem. I to VI), which is available on the University's web site ([www.mu.ac.in](http://www.mu.ac.in)) and that the same has been brought into force with effect from the academic year 2016-17.

MUMBAI – 400 032  
October, 2016

  
(Dr.M.A. Khan)  
REGISTRAR

To,

The Principals of affiliated Colleges in Commerce and the Heads of recognized Institutions concerned.

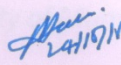
**A.C/4.80 /24/06/2016**

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No. UG/109-A of 2016-17      MUMBAI-400 032      25 October, 2016

Copy forwarded with compliments for information to:-

- 1) The Dean, Faculty of Commerce,
- 2) The Director, Board of College and University Development,
- 3) The Controller of Examinations,
- 4) The Professor-cum- Director, Institute of Distance and Open Learning (IDOL),
- 5) The Co-Ordinator, University Computerization Centre.

  
(Dr.M.A. Khan)  
REGISTRAR

PTO..

AC 24-06-2016

Item No. 4.80

# University of Mumbai



## **Bachelor of Management Studies (BMS) Programme Three Year Integrated Programme- Six Semesters *Course Structure***

**Under Choice Based Credit System**

**To be implemented from Academic Year- 2016-2017  
Progressively**

***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

#### FYBMS

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1	Introduction to Financial Accounts	<b>03</b>	1	Principles of Marketing	<b>03</b>
2	Business Law	<b>03</b>	2	Industrial Law	<b>03</b>
3	Business Statistics	<b>03</b>	3	Business Mathematics	<b>03</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 Course (AECC)</b>		<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>	
4	Business Communication - I	<b>03</b>	4	Business Communication -II	<b>03</b>
<b>2B</b>	<b>*Skill Enhancement Courses (SEC)</b>		<b>2B</b>	<b>**Skill Enhancement Courses (SEC)</b>	
5	Any one course from the following list of courses	<b>02</b>	5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b>Core Courses (CC)</b>		<b>3</b>	<b>Core Courses (CC)</b>	
6	Foundation of Human Skills	<b>03</b>	6	Business Environment	<b>03</b>
7	Business Economics-I	<b>03</b>	7	Principles of 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 I (Any One)</b>		<b>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</b>	
1	Foundation Course - I	1	Foundation Course - Value Education and Soft Skill - II
2	Foundation Course in NSS - I	2	Foundation Course in NSS - II
3	Foundation Course in NCC - I	3	Foundation Course in NCC - II
4	Foundation Course in Physical Education - I	4	Foundation Course in Physical Education - II
<b>Note: Course selected in Semester I will continue in Semester II</b>			

# 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><i>Elective Courses (EC)</i></b>		<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>	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>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
3	Information Technology in Business Management - I	<b>02</b>	3	Information Technology in Business Management-II	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>		<b>3</b>	<b><i>Core Courses (CC)</i></b>	
4	Environmental Management	<b>03</b>	4	Business Economics-II	<b>03</b>
5	Business Planning & Entrepreneurial Management	<b>03</b>	5	Business Research Methods	<b>03</b>
6	Accounting for Managerial Decisions	<b>03</b>	6	Ethics & Governance	<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><i>*List of group of Elective Courses(EC) for Semester III (Any two)</i></b>		<b><i>** List of group of Elective Courses(EC) for Semester IV (Any two)</i></b>	
<b><i>Group A: Finance Electives (Any Two Courses)</i></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	Behavioural Finance
<b><i>Group B: Marketing Electives (Any Two Courses)</i></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><i>Group C: Human Resource Electives (Any Two Courses)</i></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><i>Note: Group selected in Semester III will continue in Semester IV</i></b>			

# TYBMS

*(To be implemented from Academic Year- 2018-2019)*

No. of Courses	Semester V	Credits	No. of Courses	Semester VI	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1,2,3 & 4	*Any four courses from the following list of the courses	<b>12</b>	1,2,3 & 4	**Any four courses from the following list of the courses	<b>12</b>
<b>2</b>	<b>Core Courses (CC)</b>		<b>2</b>	<b>Core Courses (CC)</b>	
5	Logistics & Supply Chain Management	<b>04</b>	5	Operation Research	<b>04</b>
<b>3</b>	<b>✓ Project Work</b>		<b>3</b>	<b>✓ Project Work</b>	
6	Project Work I	<b>04</b>	6	Project Work II	<b>04</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

✓ **Note:** Project work is considered as a special course involving application of knowledge in solving/analyzing/exploring a real life situation/ difficult problem. Project work would be of 04 credits. A project work may be undertaken in any area of Elective Courses/ study area selected

<b>*List of group of Elective Courses(EC) for Semester V (Any four)</b>		<b>** List of group of Elective Courses(EC) for Semester VI (Any four)</b>	
<b>Group A: Finance Electives (Any four Courses)</b>			
1	Investment Analysis & Portfolio Management	1	International Finance
2	Commodity & Derivatives Market	2	Innovative Financial Services
3	Wealth Management	3	Project Management
4	Strategic Financial Management	4	Risk Management in Banking Sector
5	Risk Management	5	Direct Taxes
6	Financing Rural Development	6	Indirect Taxes
<b>Group B: Marketing Electives (Any four Courses)</b>			
1	Services Marketing	1	Brand Management
2	E-Commerce & Digital Marketing	2	Retail Management
3	Sales & Distribution Management	3	International Marketing
4	Customer Relationship Management	4	Media Planning & Management
5	Industrial Marketing	5	Corporate Communication & Public Relations
6	Strategic Marketing Management	6	Marketing of Non Profit Organisation
<b>Group C: Human Resource Electives (Any four Courses)</b>			
1	Finance for HR Professionals & Compensation Management	1	HRM in Global Perspective
2	Strategic Human Resource Management & HR Policies	2	Organisational Development
3	Performance Management & Career Planning	3	HRM in Service Sector Management
4	Industrial Relations	4	Workforce Diversity
5	Talent & Competency Management	5	Human Resource Accounting & Audit
6	Stress Management	6	Indian Ethos in Management
<b>Note: Group selected in Semester III will continue in Semester V &amp; Semester VI</b>			

# University of Mumbai



**Revised Syllabus  
and  
Question Paper Pattern  
of Courses  
of  
Bachelor of Management  
Studies(BMS) Programme  
First Year  
*Semester I and II***

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

*(To be implemented from Academic Year- 2016-2017)*

*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

#### FYBMS

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1	Introduction to Financial Accounts	<b>03</b>	1	Principles of Marketing	<b>03</b>
2	Business Law	<b>03</b>	2	Industrial Law	<b>03</b>
3	Business Statistics	<b>03</b>	3	Business Mathematics	<b>03</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 Course (AECC)</b>		<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>	
4	Business Communication - I	<b>03</b>	4	Business Communication -II	<b>03</b>
<b>2B</b>	<b>*Skill Enhancement Courses (SEC)</b>		<b>2B</b>	<b>**Skill Enhancement Courses (SEC)</b>	
5	Any one course from the following list of courses	<b>02</b>	5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b>Core Courses (CC)</b>		<b>3</b>	<b>Core Courses (CC)</b>	
6	Foundation of Human Skills	<b>03</b>	6	Business Environment	<b>03</b>
7	Business Economics-I	<b>03</b>	7	Principles of 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 I (Any One)</b>		<b>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</b>	
1	Foundation Course - I	1	Foundation Course- II
2	Foundation Coursein NSS - I	2	Foundation Coursein NSS - II
3	Foundation Course in NCC - I	3	Foundation Course in NCC - II
4	Foundation Course inPhysical Education - I	4	Foundation Course inPhysical Education - II
<b>Note: Course selected in Semester I will continue in Semester II</b>			

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

*(To be implemented from Academic Year- 2016-2017)*

**Semester I**

No. of Courses	Semester I	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Introduction to Financial Accounts	<b>03</b>
2	Business Law	<b>03</b>
3	Business Statistics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication - I	<b>03</b>
<b>2B</b>	<b><i>*Skill Enhancement Courses (SEC)</i></b>	
5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Foundation of Human Skills	<b>03</b>
7	Business Economics-I	<b>03</b>
<b>Total Credits</b>		<b>20</b>

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



**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Elective Courses (EC)**

**1. Introduction to Financial Accounts**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Accounting Transactions	15
3	Depreciation Accounting & Trial Balance	15
4	Final Accounts	15
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• <b>Meaning and Scope of Accounting:</b> Need and development, definition: Book-Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting</li> <li>• <b>Accounting principles:</b> Introductions to Concepts and conventions.</li> <li>• <b>Introduction to Accounting Standards:</b> Meaning and Scope) <ul style="list-style-type: none"> <li>▪ <b>AS 1 :</b> Disclosure to Accounting Policies</li> <li>▪ <b>AS 6:</b> Depreciation Accounting.</li> <li>▪ <b>AS 9:</b> Revenue Recognition.</li> <li>▪ <b>AS 10:</b> Accounting For Fixed Assets.</li> </ul> </li> <li>• <b>International Financial Reporting Standards (IFRS):</b> Introduction to IFRS <ul style="list-style-type: none"> <li>▪ <b>IAS-1:</b> Presentation of Financial Statements (Introductory Knowledge)</li> <li>▪ <b>IAS-2:</b> Inventories (Introductory Knowledge)</li> </ul> </li> <li>• <b>Accounting in Computerized Environment:</b> Introduction, Features and application in various areas of Accounting</li> </ul>
2	<b>Accounting Transactions</b>
	<ul style="list-style-type: none"> <li>• <b>Accounting transactions:</b> Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal &amp; ledger: Rules regarding posting: Trial balance: Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns &amp; cash book –Triple Column), Bank Reconciliation Statement.</li> <li>• <b>Expenditure:</b> Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test.</li> <li>• <b>Receipts:</b> Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.</li> <li>• <b>Profit or Loss:</b> Revenue profit or loss, capital profit or loss</li> </ul>
3	<b>Depreciation Accounting &amp; Trial Balance</b>
	<ul style="list-style-type: none"> <li>• <b>Depreciation accounting:</b> Practical problem based on depreciation using SLM and RBM methods. (Where Provision for depreciation Account not maintained).</li> <li>• <b>Preparation of Trial Balance:</b> Introduction and Preparation of Trial Balance</li> </ul>
4	<b>Final Accounts</b>
	<ul style="list-style-type: none"> <li>• Introduction to Final Accounts of a Sole proprietor.</li> <li>• Rectification of errors.</li> <li>• Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet.</li> <li>• Preparation and presentation of Final Accounts in horizontal format</li> <li>• Introduction to Schedule 6 of Companies Act ,1956</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Elective Courses (EC)**

**2. Business Law**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Contract Act, 1872 & Sale of Goods Act, 1930	15
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986	15
3	Company Law	15
4	Intellectual Property Rights(IPR)	15
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Contract Act, 1872 &amp; Sale of Goods Act, 1930</b>
	<ul style="list-style-type: none"> <li>• <b>Contract Act,1872:</b> Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract.</li> <li>• <b>Sale of Goods Act,1930:</b> Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.</li> </ul>
2	<b>Negotiable Instrument Act, 1981 &amp; Consumer Protection Act, 1986</b>
	<ul style="list-style-type: none"> <li>• <b>Negotiable Instrument Act,1981:</b> Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque.</li> <li>• <b>Consumer Protection Act, 1986:</b> Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” Consumer disputes and Complaints.</li> </ul>
3	<b>Company Law</b>
	<ul style="list-style-type: none"> <li>• <b>Company Law:</b> What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.</li> </ul>
4	<b>Intellectual Property Rights(IPR)</b>
	<ul style="list-style-type: none"> <li>• <b>Intellectual Property Rights (IPR)</b> <ul style="list-style-type: none"> <li>▪ IPR definition/ objectives</li> <li>▪ Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications</li> <li>▪ Trademarks, definition, types of trademarks, infringement and passing off.</li> <li>▪ Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions.</li> <li>▪ Geographical indications (only short notes)</li> </ul> </li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Elective Courses (EC)**

**3. Business Statistics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Statistics	15
2	Measures of Dispersion, Co-Relation and Linear Regression	15
3	Time Series and Index Number	15
4	Probability and Decision Theory	15
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Statistics</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction:</b> Functions/Scope, Importance, Limitations</li> <li>• <b>Data:</b> Relevance of Data(Current Scenario), Type of data(Primary &amp; Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) (In Brief)</li> <li>• <b>Presentation Of Data:</b>Classification – Frequency Distribution – Discrete &amp; Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)</li> <li>• <b>Measures Of Central Tendency:</b>Mean(A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), Comparative analysis of all measures of Central Tendency</li> </ul>
2	<b>Measures of Dispersion, Co-Relation and Linear Regression</b>
	<ul style="list-style-type: none"> <li>• <b>Measures Of Dispersion:</b> Range with C.R(Co-Efficient Of Range), Quartiles &amp; Quartile deviation with CQ (Co-Efficient Of Quartile), Mean Deviation from mean with CMD (Co-Efficient Of Mean Deviation), Standard deviation with CV(Co-Efficient Of Variance), Skewness&amp; Kurtosis (Only concept)</li> <li>• <b>Co-Relation:</b> Karl Pearson, Rank Co-Relation</li> <li>• <b>Linear Regression:</b> Least Square Method</li> </ul>
3	<b>Time Series and Index Number</b>
	<ul style="list-style-type: none"> <li>• <b>Time Series:</b> Least Square Method, Moving Average Method, Determination of Season</li> <li>• <b>Index Number:</b> Simple(unweighted) Aggregate Method, Weighted Aggregate Method, Simple Average of Price Relatives, Weighted Average of Price Relatives, Chain Base Index Numbers, Base Shifting, Splicing and Deflating, Cost of Living Index Number</li> </ul>
4	<b>Probability and Decision Theory</b>
	<ul style="list-style-type: none"> <li>• <b>Probability:</b> Concept of Sample space, Concept of Event, Definition of Probability, Addition &amp; Multiplication laws of Probability, Conditional Probability, Bayes' Theorem(Concept only), Expectation &amp; Variance, Concept of Probability Distribution(Only Concept)</li> <li>• <b>Decision Theory:</b> Acts, State of Nature Events, Pay offs, Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty,</li> <li>• Non-Probability: Maximax, Maximin, Minimax, Regret, Laplace &amp; Hurwicz)</li> <li>• <b>Probabilistics (Decision Making under risk):</b>EMV, EOL, EVPI</li> <li>• Decision Tree</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Ability Enhancement Courses (AEC)**

**4. Business Communication- I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Theory of Communication	15
2	Obstacles to Communication in Business World	15
3	Business Correspondence	15
4	Language and Writing Skills	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Theory of Communication</b>
	<p><b>Concept of Communication:</b> Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication</p> <p><b>Channels and Objectives of Communication: Channels-</b> Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine</p> <p><b>Objectives of Communication:</b> Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees (A brief introduction to these objectives to be given)</p> <p><b>Methods and Modes of Communication:</b> Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax] Computers and E- communication Video and Satellite Conferencing</p>
2	<b>Obstacles to Communication in Business World</b>
	<p><b>Problems in Communication /Barriers to Communication:</b> Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers</p> <p><b>Listening:</b> Importance of Listening Skills, Cultivating good Listening Skills – 4</p> <p><b>Introduction to Business Ethics:</b> Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility Teachers can adopt a case study approach and address issues such as the following so as to orient and sensitize the student community to actual business practices: Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste, Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace Piracy, Insurance, Child Labour</p>
3	<b>Business Correspondence</b>
	<p><b>Theory of Business Letter Writing:</b> Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing,</p> <p><b>Personnel Correspondence:</b> Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation (to be taught but not to be tested in the examination)]</p>



Sr. No.	Modules / Units
4	Language and Writing Skills
	<p><b>Commercial Terms used in Business Communication</b></p> <p><b>Paragraph Writing:</b>            Developing an idea, using appropriate linking devices, etc            Cohesion and Coherence, self-editing, etc [Interpretation of technical data, Composition on a given situation, a short informal report etc.]</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>▪ Listening Comprehension</li> <li>▪ Remedial Teaching</li> <li>▪ Speaking Skills: Presenting a News Item, Dialogue and Speeches</li> <li>▪ Paragraph Writing: Preparation of the first draft, Revision and Self – Editing, Rules of spelling.</li> <li>▪ Reading Comprehension: Analysis of texts from the fields of Commerce and Management</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017**

**Skill Enhancement Courses (SEC)**

**5. Foundation Course -I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Indian Society	05
2	Concept of Disparity- 1	10
3	Concept of Disparity-2	10
4	The Indian Constitution	10
5	Significant Aspects of Political Processes	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Overview of Indian Society</b>
	Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender; Appreciate the concept of linguistic diversity in relation to the Indian situation; Understand regional variations according to rural, urban and tribal characteristics; Understanding the concept of diversity as difference
2	<b>Concept of Disparity- 1</b>
	Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women in media; Appreciate the inequalities faced by people with disabilities and understand the issues of people with physical and mental disabilities
3	<b>Concept of Disparity-2</b>
	Examine inequalities manifested due to the caste system and inter-group conflicts arising thereof; Understand inter-group conflicts arising out of communalism; Examine the causes and effects of conflicts arising out of regionalism and linguistic differences
4	<b>The Indian Constitution</b>
	Philosophy of the Constitution as set out in the Preamble; The structure of the Constitution-the Preamble, Main Body and Schedules; Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society; Basic features of the Constitution
5	<b>Significant Aspects of Political Processes</b>
	The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course in NSS - I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to NSS	10
2	Concept of Society and Social Issues in India	15
3	Indian Constitution and Social Justice	10
4	Human Personality and National Integration	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Introduction to NSS</b>
	<p><b>Introduction to National Service Scheme(NSS)</b>            Orientation and structure of National Service Scheme(NSS)            National Service Scheme(NSS)- its objectives            The historical perspective of National Service Scheme(NSS)            National Service Scheme(NSS)- Symbol and its meaning            National Service Scheme(NSS)- its hierarchy from national to college level</p> <p><b>National Service Scheme(NSS) Regular activities</b>            Distribution of working hours- Association between issues and programs-            community project- urban rural activities, Association- modes of activity            evaluation</p>
2	<b>Concept of Society and Social Issues in India</b>
	<p><b>History and philosophy of social sciences in India</b>            Concept of society- Development of Indian society - Features of Indian Society-            Division of labour and cast system in India</p> <p><b>Basic social issues in India</b>            Degeneration of value system, Family system, Gender issues, Regional imbalance</p>
3	<b>Indian Constitution and Social Justice</b>
	<p><b>Indian Constitution</b>            Features of Indian Constitution - Provisions related to social integrity and            development</p> <p><b>Social Justice</b>            Social Justice- the concept and its features            Inclusive growth- the concept and its features</p>
4	<b>Human Personality and National Integration</b>
	<p><b>Dimensions of human personality</b>            Social Dimension of Human personality- Understanding of the society            Physical Dimension of Human personality- Physical Exercise, Yoga, etc.</p> <p><b>National integration &amp; Communal Harmony</b>            National Integration- its meaning, importance and practice            Communal Harmony- its meaning, importance and practice</p>

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course in NCC - I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to NCC, National Integration & Awareness	10
2	Drill: Foot Drill	10
3	Adventure Training, Environment Awareness and Conservation	10
4	Personality Development and Leadership	10
5	Specialized Subject: Army/ Navy/ Air	05
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Introduction to NCC, 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> <ul style="list-style-type: none"> <li>• Genesis, Aims, Objectives of NCC &amp; NCC Song</li> <li>• Organisation &amp; Training</li> <li>• Incentives &amp; Benefits</li> <li>• Religions, Culture, Traditions and Customs of India</li> <li>• National Integration: Importance and Necessity</li> <li>• Freedom Struggle</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>• General and Words of Command</li> <li>• Attention, Stand at Ease and Stand Easy, Turning and Inclining at the Halt</li> <li>• Sizing, Forming Up in Three Ranks and Numbering, Open and Close Order March and Dressing</li> <li>• Saluting at the Halt, Getting On Parade, Dismissing and Falling Out</li> <li>• Marching, Length of Pace and Time of Marching in Quick Time and Halt, Slow March and Halt</li> <li>• Turning on the March and Wheeling.</li> <li>• Saluting on the March.</li> <li>• Formation of squad and Squad Drill.</li> </ul>
3	<b>Adventure Training, Environment Awareness and Conservation</b>
	<p><b>Adventure Training</b></p> <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> <p><b>Environment Awareness and Conservation</b></p> <p><b>Desired outcome:</b> The student will be aware of the conservation of natural resources and protection of environment.</p> <ul style="list-style-type: none"> <li>• Natural Resources – Conservation and Management</li> <li>• Water Conservation and Rainwater Harvesting</li> </ul>

Sr. No.	Modules / Units
4	<b>Personality Development and Leadership</b>
	<p><b>Desired outcome:</b> The student will develop an all-round personality with adequate leadership traits to deal / contribute effectively in life.</p> <ul style="list-style-type: none"> <li>• Introduction to Personality Development</li> <li>• Factors Influencing /Shaping Personality: Physical, Social, Physiological, Philosophical and Psychological</li> <li>• Self Awareness Know yourself/ Insight</li> <li>• Change Your Mind Set</li> <li>• Communication Skills: Group Discussion / Lecturettes (Public Speaking)</li> <li>• Leadership Traits</li> <li>• Types of Leadership</li> </ul>
5	<b>Specialized Subject: Army Or Navy Or Air</b>
	<p><b><u>Army</u></b></p> <p><b>Desired outcome:</b> The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces. It will also acquaint, expose &amp; provide basic knowledge about armed, naval and air-force subjects</p> <p><b>A. Armed Force</b></p> <ul style="list-style-type: none"> <li>• Basic organisation of Armed Forces</li> <li>• Organisation of Army</li> <li>• Badges and Ranks</li> </ul> <p><b>B. Introduction to Infantry and weapons and equipments</b></p> <ul style="list-style-type: none"> <li>• Characteristics of 7.62mm SLR Rifle, Ammunition, Fire power, Stripping, Assembling and Cleaning</li> </ul> <p><b>C. Military history</b></p> <ul style="list-style-type: none"> <li>• Biographies of renowned Generals (Carriapa / Sam Manekshaw)</li> <li>• Indian Army War Heroes- PVCs</li> </ul> <p><b>D. Communication</b></p> <ul style="list-style-type: none"> <li>• Types of Communications</li> <li>• Characteristics of Wireless Technologies (Mobile, Wi-Fi etc.)</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>• History of the Indian Navy-Pre and Post Independence, Gallantry award winners</li> <li>• Organization of Navy- NHQ, Commands, Fleets, Ships and shore establishments</li> <li>• Types of Warships and their role</li> <li>• Organization of Army and Air Force- Operational and Training commands</li> <li>• Ranks of Officers and Sailors, Equivalent Ranks in the Three Services</li> </ul> <p><b>B. Ship and Boat Modelling</b></p> <ul style="list-style-type: none"> <li>• Principles of Ship Modelling</li> <li>• Maintenance and Care of tools</li> </ul>



Sr. No.	Modules / Units
	<p><b>C. Search and Rescue</b></p> <ul style="list-style-type: none"> <li>• SAR Organization in the Indian ocean</li> </ul> <p><b>D. Swimming</b></p> <p>Floating for three minutes and Free style swimming for 50 meters</p> <p style="text-align: center;"><b>OR</b></p> <p><b>AIR</b></p> <p><b>A. General Service Knowledge</b></p> <ul style="list-style-type: none"> <li>• Development of Aviation</li> <li>• History of IAF</li> </ul> <p><b>B. Principles of Flight</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Laws of Motion</li> <li>• Glossary of Terms.</li> </ul> <p><b>C. Airmanship</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Airfield Layout</li> <li>• Rules of the Air</li> <li>• Circuit Procedure</li> <li>• ATC/RT Procedures</li> <li>• Aviation Medicine</li> </ul> <p><b>D. Aero- Engines</b></p> <ul style="list-style-type: none"> <li>• Introduction to Aero-engines</li> </ul>

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course in Physical Education - I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Basic Relevant concepts in Physical Education	10
2	Components of Physical Fitness	15
3	Testing Physical Fitness	10
4	Effect of Exercise on various Body System	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Introduction to Basic Relevant concepts in Physical Education</b>
	<ul style="list-style-type: none"> <li>• Dimensions and determinants of Health, Fitness &amp; Wellness</li> <li>• Concept of Physical Education and its importance</li> <li>• Concept of Physical Fitness and its types</li> <li>• Concept of Physical Activity, exercise and its types &amp; benefits</li> </ul>
2	<b>Components of Physical Fitness</b>
	<ul style="list-style-type: none"> <li>• Concept of components of Physical Fitness</li> <li>• Concept and components of HRPF</li> <li>• Concept and components of SRPF</li> <li>• Importance of Physical Education in developing physical fitness components.</li> </ul>
3	<b>Testing Physical Fitness</b>
	<ul style="list-style-type: none"> <li>• Tests for measuring Cardiovascular Endurance</li> <li>• Tests for measuring Muscular Strength &amp; Endurance</li> <li>• Tests for measuring Flexibility</li> <li>• Tests for measuring Body Composition</li> </ul>
4	<b>Effect of Exercise on various Body System</b>
	<ul style="list-style-type: none"> <li>• Effect of exercises on Musculoskeletal system</li> <li>• Effect of exercises on Circulatory System</li> <li>• Effect of exercises on Respiratory System</li> <li>• Effect of exercises on Glandular System</li> </ul>

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**Core Courses (CC)**

**6. Foundation of Human Skills**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Understanding of Human Nature	15
2	Introduction to Group Behaviour	15
3	Organizational Culture and Motivation at workplace	15
4	Organisational Change, Creativity and Development and Work Stress	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<p data-bbox="320 203 762 237"><b>Understanding of Human Nature</b></p> <ul style="list-style-type: none"> <li data-bbox="320 259 1410 338">• <b>Individual Behaviour:</b> Concept of a man, individual differences, factors affecting individual differences, Influence of environment</li> <li data-bbox="320 349 1410 640">• <b>Personality and attitude:</b> Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour 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 WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions</li> <li data-bbox="320 651 1410 931">• <b>Thinking, learning and perceptions:</b> Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type ( IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attributional).</li> </ul>
2	<p data-bbox="320 954 762 987"><b>Introduction to Group Behaviour</b></p> <ul style="list-style-type: none"> <li data-bbox="320 1010 1410 1256">• <b>Introduction to Group Behaviour</b> <ul style="list-style-type: none"> <li data-bbox="368 1055 1410 1133">▪ <b>Group Dynamics:</b> Nature, types, group behaviour model (roles, norms, status, process, structures)</li> <li data-bbox="368 1144 1410 1223">▪ <b>Team effectiveness:</b> nature, types of teams, ways of forming an effective team.</li> <li data-bbox="368 1234 592 1256">▪ Setting goals.</li> </ul> </li> <li data-bbox="320 1267 1410 1514">• <b>Organizational processes and system.</b> <ul style="list-style-type: none"> <li data-bbox="368 1312 1410 1391">▪ <b>Power and politics:</b> nature, bases of power, politics nature, types, causes of organizational politics, political games.</li> <li data-bbox="368 1402 1410 1514">▪ <b>Organizational conflicts and resolution:</b> Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.</li> </ul> </li> </ul>
3	<p data-bbox="320 1529 1018 1563"><b>Organizational Culture and Motivation at workplace</b></p> <ul style="list-style-type: none"> <li data-bbox="320 1585 1410 1753">• <b>Organizational Culture:</b> <ul style="list-style-type: none"> <li data-bbox="368 1630 951 1664">▪ Characteristics of organizational culture.</li> <li data-bbox="368 1675 1126 1709">▪ Types, functions and barriers of organizational culture</li> <li data-bbox="368 1720 1326 1753">▪ Ways of creating and maintaining effective organization culture</li> </ul> </li> <li data-bbox="320 1765 1410 2045">• <b>Motivation at workplace:</b> Concept of motivation Theories of motivation in an organisational set up. <ul style="list-style-type: none"> <li data-bbox="368 1843 751 1877">▪ A.Maslow Need Heirachy</li> <li data-bbox="368 1888 730 1921">▪ F.Hertzberg Dual Factor</li> <li data-bbox="368 1933 858 1966">▪ Mc.Gregor theory X and theory Y.</li> </ul> <p data-bbox="360 1977 1410 2045">Waysofmotivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.</p> </li> </ul>

4	Organisational Change, Creativity and Development and Work Stress
	<ul style="list-style-type: none"><li>• <b>Organisational change and creativity:</b> Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving.</li><li>• <b>Organisational Development and work stress:</b> Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress</li></ul>

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**Core Courses (CC)**

**7. Business Economics - I**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	10
2	Demand Analysis	10
3	Supply and Production Decisions and Cost of Production	15
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	15
5	Pricing Practices	10
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<p><b>Scope and Importance of Business Economics</b> - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making,</p> <p>The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium</p>
2	<b>Demand Analysis</b>
	<p><b>Demand Function</b> - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts</p> <p><b>Demand estimation and forecasting:</b> Meaning and significance - methods of demand estimation : survey and statistical methods <i>(numerical illustrations on trend analysis and simple linear regression)</i></p>
3	<b>Supply and Production Decisions and Cost of Production</b>
	<p><b>Production function:</b> short run analysis with Law of Variable Proportions- Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale.</p> <p><b>Cost concepts:</b> Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run <i>(hypothetical numerical problems to be discussed)</i>, LAC and Learning curve - Break even analysis <i>(with business applications)</i></p>
4	<b>Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition</b>
	<p>Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly</p> <p><b>Monopolistic competition:</b>Equilibrium of a firm under monopolistic competition, debate over role of advertising <i>(topics to be taught using case studies from real life examples)</i></p> <p><b>Oligopolistic markets:</b> key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models <i>(with practical examples)</i></p>
5	<b>Pricing Practices</b>
	<p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing <i>(case studies on how pricing methods are used in business world)</i></p>



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

*(To be implemented from Academic Year- 2016-2017)*

**Semester II**

No. of Courses	Semester II	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Principles of Marketing	<b>03</b>
2	Industrial Law	<b>03</b>
3	Business Mathematics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication - II	<b>03</b>
<b>2B</b>	<b><i>**Skill Enhancement Courses (SEC)</i></b>	
5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Business Environment	<b>03</b>
7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>

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

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**Elective Courses(EC)**

**1. Principles of Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Marketing	15
2	Marketing Environment, Research and Consumer Behaviour	15
3	Marketing Mix	15
4	Segmentation, Targeting and Positioning and Trends In Marketing	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Marketing</b>
	<ul style="list-style-type: none"> <li>● <b>Introduction to Marketing:</b> Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function</li> <li>● <b>Concepts of Marketing:</b> Needs, wants and demands, transactions, transfer and exchanges.</li> <li>● <b>Orientations of a firm:</b> Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.</li> </ul>
2	<b>Marketing Environment, Research and Consumer Behaviour</b>
	<ul style="list-style-type: none"> <li>● <b>The micro environment of business:</b> Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.</li> <li>● <b>Macro environment:</b> Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors (PEST Analysis)</li> <li>● <b>Marketing research:</b> Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research</li> <li>● <b>MIS:</b> Meaning, features and Importance</li> <li>● <b>Consumer Behaviour:</b> Meaning, feature, importance, factors affecting Consumer Behaviour</li> </ul>
3	<b>Marketing Mix</b>
	<ul style="list-style-type: none"> <li>● <b>Marketing mix:</b> Meaning –elements of Marketing Mix.</li> <li>● Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product.</li> <li>● Branding –Packing and packaging – role and importance</li> <li>● Pricing – objectives- factors influencing pricing policy and Pricing strategy.</li> <li>● Physical distribution – meaning – factor affecting channel selection-types of marketing channels</li> <li>● Promotion – meaning and significance of promotion. Promotion tools (brief)</li> </ul>
4	<b>Segmentation, Targeting and Positioning and Trends In Marketing</b>
	<ul style="list-style-type: none"> <li>● Segmentation – meaning , importance , basis</li> <li>● Targeting – meaning , types</li> <li>● Positioning – meaning – strategies</li> <li>● New trends in marketing – E-marketing , Internet marketing and marketing using Social network</li> <li>● Social marketing/ Relationship marketing</li> </ul>

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**Elective Courses (EC)**

**2.Industrial Law**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Laws Related to Industrial Relations and Industrial Disputes	15
2	Laws Related to Health, Safety and Welfare	15
3	Social Legislation	15
4	Laws Related to Compensation Management	15
	<b>Total</b>	<b>60</b>

Sr. No.	Modules / Units
1	<b>Laws Related to Industrial Relations and Industrial Disputes</b>
	<ul style="list-style-type: none"> <li>• Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure</li> <li>• The Trade Union Act, 1926</li> </ul>
2	<b>Laws Related to Health, Safety and Welfare</b>
	<ul style="list-style-type: none"> <li>• The Factory Act 1948: (Provisions related to Health, Safety and Welfare)</li> <li>• The Workmen’s Compensation Act, 1923 Provisions: <ul style="list-style-type: none"> <li>▪ Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence</li> <li>▪ Definitions</li> <li>▪ Employers liability for compensation (S-3 to 13)</li> <li>▪ Rules as to Compensation (Sec 4 to Sec 9) (14 A &amp; 17)</li> </ul> </li> </ul>
3	<b>Social Legislation</b>
	<ul style="list-style-type: none"> <li>• Employee State Insurance Act 1948: Definition and Employees Provident Fund</li> <li>• Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues</li> </ul>
4	<b>Laws Related To Compensation Management</b>
	<ul style="list-style-type: none"> <li>• The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions</li> <li>• Payment of Bonus Act, 1965</li> <li>• The Payment Of Gratuity Act, 1972</li> </ul>

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**Elective Courses (EC)**

**3. Business Mathematics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Elementary Financial Mathematics	15
2	Matrices and Determinants	15
3	Derivatives and Applications of Derivatives	15
4	Numerical Analysis [Interpolation]	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Elementary Financial Mathematics</b>
	<ul style="list-style-type: none"> <li>• <b>Simple and Compound Interest:</b> Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest</li> <li>• Annuity-Present and future value-sinking funds</li> <li>• <b>Depreciation of Assets:</b> Equated Monthly Installments (EMI)- using flat interest rate and reducing balance method.</li> <li>• <b>Functions:</b>Algebraic functions and the functions used in business and economics, Break Even and Equilibrium point.</li> <li>• <b>Permutation and Combination:</b> (Simple problems to be solved with the calculator only)</li> </ul>
2	<b>Matrices and Determinants</b>
	<ul style="list-style-type: none"> <li>• <b>Matrices:</b> Some important definitions and some important results. Matrix operation (Addition, scalar multiplication , matrix multiplication, transpose of a matrix)</li> <li>• <b>Determinants of a matrix of order two or three:</b> properties and results of Determinants</li> <li>• Solving a system of linear equations using Cramer’s rule</li> <li>• Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method</li> <li>• <b>Case study:</b> Input Output Analysis</li> </ul>
3	<b>Derivatives and Applications of Derivatives</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction and Concept:</b> Derivatives of constant function, logarithmic functions, polynomial and exponential function</li> <li>• <b>Rules of derivatives:</b> addition, multiplication, quotient</li> <li>• Second order derivatives</li> <li>• <b>Application of Derivatives:</b> Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand</li> </ul>
4	<b>Numerical Analysis [Interpolation]</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction and concept:</b> Finite differences – forward difference operator – Newton’s forward difference formula with simple examples</li> <li>• Backward Difference Operator. Newton’s backward interpolation formula with simple examples</li> </ul>

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**Ability Enhancement Courses (AEC)**

**4. Business Communication - II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Presentation Skills	15
2	Group Communication	15
3	Business Correspondence	15
4	Language and Writing Skills	15
<b>Total</b>		<b>60</b>



Sr. No.	Modules / Units
1	<b>Presentation Skills</b>
	<p><b>Presentations:</b> (to be tested in tutorials only) 4 Principles of Effective Presentation</p> <p>Effective use of OHP</p> <p>Effective use of Transparencies</p> <p>How to make a Power-Point Presentation</p>
2	<b>Group Communication</b>
	<p><b>Interviews:</b> Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit</p> <p><b>Meetings:</b> Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions</p> <p><b>Conference:</b> Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing</p> <p><b>Public Relations:</b> Meaning, Functions of PR Department, External and Internal Measures of PR</p>
3	<b>Business Correspondence</b>
	<p><b>Trade Letters:</b> Order, Credit and Status Enquiry, Collection (just a brief introduction to be given)</p> <p><b>Only following to be taught in detail:-</b></p> <p>Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act</p> <p>[Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.]</p>
4	<b>Language and Writing Skills</b>
	<p><b>Reports:</b> Parts, Types, Feasibility Reports, Investigative Reports</p> <p><b>Summarisation:</b> Identification of main and supporting/sub points Presenting these in a cohesive manner</p>

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course – II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Globalisation and Indian Society	07
2	Human Rights	10
3	Ecology	10
4	Understanding Stress and Conflict	10
5	Managing Stress and Conflict in Contemporary Society	08
	<b>Total</b>	<b>45</b>

Sr. No	Modules /Units
1	<b>Globalisation and Indian Society</b>
	Understanding the concepts of liberalization, privatization and globalization;Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.
2	<b>Human Rights</b>
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights;Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
3	<b>Ecology</b>
	Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation- causes and impact on human life;Sustainable development- concept and components; poverty and environment
4	<b>Understanding Stress and Conflict</b>
	Causes of stress and conflict in individuals and society; Agents of socialization and the role played by them in developing the individual; Significance of values, ethics and prejudices in developing the individual; Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict
5	<b>Managing Stress and Conflict in Contemporary Society</b>
	Types of conflicts and use of coping mechanisms for managing individual stress; Maslow's theory of self-actualisation;Different methods of responding to conflicts in society; Conflict-resolution and efforts towards building peace and harmony in society

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**Skill Enhancement Courses (SEC)**

**5. Foundation Course in NSS - II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Socio-economic Survey and Special Camp	10
2	Orientation of the College Unit and Communication Skills	15
3	Rapport with Community and Programme Planning	10
4	Government Organisations /Non-Government Organisations	10
	<b>Total</b>	<b>45</b>

Sr. No.	Modules / Units
1	<b>Socio-economic Survey and Special Camp</b>
	<p><b>Socio economic survey</b> Socio-economic survey- its meaning and need, Process of Socio-economic survey- design of questionnaire; data collection, data analysis and report writing</p> <p><b>Special camping activity</b> Concept of camp- Identification of community problems- Importance of group living- Team building- Adoption of village- Planning for camp- pre camping, during the course of camp and post camping activities</p>
2	<b>Orientation of the College Unit and Communication Skills</b>
	<p><b>Training and orientation of the program unit in the college</b> Leadership training – formation of need based programmes- Concept of campus to community(C to C) activities</p> <p><b>Communication skills and Documentation</b> Communication skills- the concept, Verbal, Non-Verbal communication The documentation- Activity Report Writing – basics of NSS accounting – Annual Report – Press note and preparation</p>
3	<b>Rapport with Community and Programme Planning</b>
	<p><b>Working with individual group and community</b> Ice breaking- interaction games – conflict resolution</p> <p><b>Program planning</b> Programme planning- the concept and its features, requirements for successful implementation of program- program flow charting- feedback</p>
4	<b>Government Organisations /Non-Government Organisations</b>
	<p><b>Structure of Government Organisations and Non-Government Organisations</b> Government organisations (GO)- its meaning -Legal set up, functioning, Sources of funding Non-Government organisations (NGO)- its meaning -Legal set up, functioning, Sources of funding National Service Scheme(NSS)- Government organisations (GO) and Non-Government organisations (NGO)</p> <p><b>Government schemes for community development</b> Schemes of Government welfare departments for community development- provisions &amp; examples</p>

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**Skill Enhancement Courses (SEC)**

**5.Foundation Course in NCC - II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Disaster Management, Social Awareness and Community Development	10
2	Health and Hygiene	10
3	Drill with Arms	10
4	Weapon Training	10
5	Specialized Subject: Army Or Navy Or Air	05
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Disaster Management, Social Awareness and Community Development</b>
	<p><b>Disaster Management:</b>  <b>Desired outcome:</b> The student shall gain basic information about civil defence organisation / NDMA &amp; shall provide assistance to civil administration in various types of emergencies during natural / manmade disasters</p> <ul style="list-style-type: none"> <li>• Civil Defence Organisation and Its Duties/ NDMA</li> <li>• Types of Emergencies/ Natural Disaster</li> <li>• Assistance during Natural / Other Calamities: Flood / Cyclone/ Earth Quake/ Accident etc.</li> <li>• 'Avan' model of NCC</li> </ul> <p><b>Social Awareness and Community Development:</b>  <b>Desired outcome:</b> The student shall have an understanding about social service and its need, about NGOs and shall participate in community action programmes for betterment of the community.</p> <ul style="list-style-type: none"> <li>• Basics of Social Service, Weaker Sections of Our Society and Their Needs</li> <li>• Social/ Rural Development Project: MNREGA, SGSY, NSAP etc.</li> <li>• Contribution of Youth towards Social Welfare</li> <li>• Civic Responsibilities</li> <li>• Causes &amp; Prevention of HIV/AIDS; Role of Youth</li> </ul>
2	<b>Health and Hygiene</b>
	<p><b>Desired outcome:</b> The student shall be fully aware about personal health and hygiene lead a healthy life style and foster habits of restraint and self awareness.</p> <ul style="list-style-type: none"> <li>• Structure and Functioning of the Human Body</li> <li>• Hygiene and Sanitation (Personal and Food Hygiene)</li> <li>• Infectious &amp; Contagious Diseases &amp; Their Prevention</li> </ul>
3	<b>Drill with Arms</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>• Attention, Stand at Ease and Stand Easy</li> <li>• Getting on Parade with Rifle and Dressing at the Order</li> <li>• Dismissing and Falling Out</li> <li>• Ground / Take Up Arms</li> <li>• Present From the Order and Vice-versa</li> <li>• General Salute, Salami Shastra</li> </ul>
4	<b>Weapon Training</b>
	<p><b>Desired outcome:</b> The student shall have basic knowledge of weapons and their use and handling.</p> <ul style="list-style-type: none"> <li>• Characteristics of a Rifle / Rifle Ammunition and its Fire Power</li> <li>• Stripping, Assembling, Care and Cleaning and Sight Setting of .22 rifle</li> <li>• Stripping, Assembling, Care and Cleaning of 7.62mm SLR</li> <li>• Loading, Cocking and Unloading</li> <li>• The lying position, Holding and Aiming- I</li> <li>• Trigger control and firing a shot</li> <li>• Range procedure and safety precautions</li> <li>• Short range firing, Aiming- II -Alteration of sight</li> </ul>

Sr. No.	Modules / Units
5	<b>Specialized Subject: Army Or Navy Or Air</b>
	<p><b>Army</b>  <b>Desired outcome:</b> The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces.  It will also acquaint, expose &amp; provide basic knowledge about armed, naval and air-force subjects</p> <p><b>A. Map reading</b></p> <ul style="list-style-type: none"> <li>• Introduction to types of Maps and Conventional signs</li> <li>• Scales and Grid system</li> <li>• Topographical forms and technical terms</li> <li>• Relief, contours and Gradients</li> <li>• Cardinal points and Types of North</li> <li>• Types of bearings and use of Service Protractor</li> <li>• Prismatic compass and its use and GPS</li> </ul> <p><b>B. Field Craft and Battle Craft</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Judging distance</li> <li>• Description of ground</li> <li>• Recognition, Description and Indication of landmarks and targets</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>Navy</b></p> <p><b>A. `Naval Communication</b></p> <ul style="list-style-type: none"> <li>• Introduction to Naval Modern Communication, Purpose and Principles <ul style="list-style-type: none"> <li>▪ Introduction of Naval communication</li> <li>▪ Duties of various communication sub-departments</li> </ul> </li> <li>• Semaphore <ul style="list-style-type: none"> <li>▪ Introduction of position of letters and prosigns</li> <li>▪ Reading of messages</li> <li>▪ Transmission of messages</li> </ul> </li> </ul> <p><b>B. Seamanship</b></p> <ul style="list-style-type: none"> <li>• <b>Anchor work</b> <ul style="list-style-type: none"> <li>▪ Parts of Anchor and Cable, their identification</li> </ul> </li> <li>• <b>Rigging</b> <ul style="list-style-type: none"> <li>▪ Types of ropes and breaking strength- stowing, maintenance and securing of ropes</li> <li>▪ Practical Bends and Hitches: Reef Knot, Half hitch, Clove Hitch, Rolling Hitch, Timber Hitch, Bow Line, Round Turn and Two half hitch and Bow line on the Bight and its basic elements and uses.</li> <li>▪ Introduction to Shackles, Hooks, Blocks and Derricks, Coiling Down and Splicing of rope</li> </ul> </li> </ul> <p><b>C. Boat work</b></p> <ul style="list-style-type: none"> <li>• Parts of Boat and Parts of an Oar</li> <li>• Instruction on boat Pulling- Pulling orders</li> <li>• Steering of boat under oars, Practical instruction on Boat Pulling, Precautions while pulling</li> </ul>



Sr. No.	Modules / Units
	<p style="text-align: center;"><i>OR</i></p> <p><b>Air</b></p> <p><b>A. Air frames</b></p> <ul style="list-style-type: none"><li>• Aircraft Controls</li><li>• Landing Gear</li></ul> <p><b>B. Instruments</b></p> <ul style="list-style-type: none"><li>• Basic Flight Instruments</li></ul> <p><b>C. Aircraft Particulars</b></p> <ul style="list-style-type: none"><li>• Aircraft Particulars (Type specific)</li></ul> <p><b>D. Aero modelling</b></p> <ul style="list-style-type: none"><li>• History of Aero modelling</li><li>• Materials used in Aero modelling</li><li>• Type of Aero models</li><li>• Flying/ Building of Aero models</li></ul>

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**Skill Enhancement Courses (SEC)**

**5.Foundation Course in Physical Education - II**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Development of Fitness	10
2	Health, Fitness and Diseases	15
3	Yoga Education	10
4	Daily Schedule of Achieving Quality of Life and Wellness	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Development of Fitness</b>
	<ul style="list-style-type: none"> <li>• Benefits of physical fitness and exercise and principles of physical fitness</li> <li>• Calculation of fitness index level 1-4</li> <li>• Waist-hip ratio Target Heart Rate, BMI and types and principles of exercise (FITT)</li> <li>• Methods of training – continues, Interval, circuit, Fartlek and Plyometric</li> </ul>
2	<b>Health, Fitness and Diseases</b>
	<ul style="list-style-type: none"> <li>• Definition of obesity and its management</li> <li>• Communicable diseases, their preventive and therapeutic aspects</li> <li>• Factors responsible for communicable diseases</li> <li>• Preventive and therapeutic aspect of Communicable and non- communicable diseases</li> </ul>
3	<b>Yoga Education</b>
	<ul style="list-style-type: none"> <li>• Meaning and history of yoga</li> <li>• Ashtang yoga and types of yoga</li> <li>• Types of Suryanamaskar and Technique of Pranayam</li> <li>• Benefits of Yoga</li> </ul>
4	<b>Daily Schedule of Achieving Quality of Life and Wellness</b>
	<ul style="list-style-type: none"> <li>• Daily schedule based upon one's attitude, gender, age &amp; occupation.</li> <li>• Basic – module: - Time split for rest, sleep, diet, activity &amp; recreation.</li> <li>• Principles to achieve quality of life:- positive attitude, daily regular exercise, control over food habits &amp; healthy hygienic practices.</li> </ul>

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**Core Courses (CC)**

**6. Business Environment**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Business Environment	15
2	Political and Legal environment	15
3	Social and Cultural Environment, Technological environment and Competitive Environment	15
4	International Environment	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Business Environment</b>
	<ul style="list-style-type: none"> <li>• <b>Business:</b> Meaning, Definition, Nature &amp; Scope, Types of Business Organizations</li> <li>• <b>Business Environment:</b> Meaning, Characteristics, Scope and Significance, Components of Business Environment</li> <li>• <b>Micro and Macro Environment:</b> Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.</li> <li>• <b>Introduction to Micro-Environment:</b> <ul style="list-style-type: none"> <li>▪ <b>Internal Environment:</b> Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity</li> <li>▪ <b>External Environment:</b> Firm, customers, suppliers, distributors, Competitors, Society</li> </ul> </li> <li>• <b>Introduction to Macro Components:</b> Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)</li> </ul>
2	<b>Political and Legal environment</b>
	<ul style="list-style-type: none"> <li>• <b>Political Institutions:</b> Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.</li> <li>• <b>Economic environment:</b> economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy</li> <li>• Impact of business on Private sector, Public sector and Joint sector</li> <li>• Sun-rise sectors of India Economy. Challenges of Indian economy.</li> </ul>
3	<b>Social and Cultural Environment, Technological environment and Competitive Environment</b>
	<ul style="list-style-type: none"> <li>• <b>Social and Cultural Environment:</b> Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business</li> <li>• <b>Technological environment:</b> Features, impact of technology on Business</li> <li>• <b>Competitive Environment:</b> Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies</li> </ul>
4	<b>International Environment</b>
	<ul style="list-style-type: none"> <li>• <b>International Environment –</b> <ul style="list-style-type: none"> <li>▪ <b>GATT/ WTO:</b> Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO.</li> <li>▪ <b>Globalization:</b> Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.</li> <li>▪ <b>MNCs:</b> Definition, meaning, merits, demerits, MNCs in India</li> <li>▪ <b>FDI:</b> Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,</li> </ul> </li> <li>• <b>Challenges faced by International Business and Investment Opportunities for Indian Industry.</b></li> </ul>

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**Core Courses (CC)**

**7. Principles of Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Nature of Management	15
2	Planning and Decision Making	15
3	Organising	15
4	Directing, Leadership, Co-ordination and Controlling	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Nature of Management</b>
	<ul style="list-style-type: none"> <li>• <b>Management:</b> Concept, Significance, Role &amp; Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid.</li> <li>• Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.</li> </ul>
2	<b>Planning and Decision Making</b>
	<ul style="list-style-type: none"> <li>• <b>Planning:</b> Meaning, Importance, Elements, Process, Limitations and MBO.</li> <li>• <b>Decision Making:</b> Meaning, Importance, Process, Techniques of Decision Making.</li> </ul>
3	<b>Organizing</b>
	<ul style="list-style-type: none"> <li>• <b>Organizing:</b> Concepts, Structure (Formal &amp; Informal, Line &amp; Staff and Matrix), Meaning, Advantages and Limitations</li> <li>• <b>Departmentation:</b> Meaning, Basis and Significance</li> <li>• <b>Span of Control:</b> Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization</li> <li>• <b>Delegation:</b> Authority &amp; Responsibility relationship</li> </ul>
4	<b>Directing, Leadership, Co-ordination and Controlling</b>
	<ul style="list-style-type: none"> <li>• <b>Directing:</b> Meaning and Process</li> <li>• <b>Leadership:</b> Meaning, Styles and Qualities of Good Leader</li> <li>• <b>Co-ordination</b> as an Essence of Management</li> <li>• <b>Controlling:</b> Meaning, Process and Techniques</li> <li>• <b>Recent Trends:</b> Green Management &amp; CSR</li> </ul>

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**Reference Books**

Reference Books
<b>Introduction to Financial Accounts</b>
<ul style="list-style-type: none"> <li>• <i>Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books</i></li> <li>• <i>Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education)</i></li> <li>• <i>Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh– Taxman</i></li> <li>• <i>Financial Accounting for Business Managers: By Ashish K. Bhattacharya.</i></li> <li>• <i>Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi</i></li> <li>• <i>Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi</i></li> <li>• <i>Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi</i></li> <li>• <i>Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i></li> <li>• <i>Financial Accounting by LesileChandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi</i></li> <li>• <i>Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai</i></li> <li>• <i>Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi</i></li> <li>• <i>Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc</i></li> <li>• <i>Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida</i></li> <li>• <i>Compendium of Statement and Standard of Accounting, ICAI</i></li> <li>• <i>Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i></li> <li>• <i>Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i></li> <li>• <i>Company Accounting Standards by ShrinivasanAnand, Taxman, New Delhi</i></li> <li>• <i>Financial Accounting by V. Rajasekaran, Pearson Publications, New Delhi</i></li> <li>• <i>Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi</i></li> <li>• <i>Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi</i></li> <li>• <i>Financial Accounting a Managerial Perspective, Varadraj B. Bapat, MehulRaithatha, Tata McGraw Hill Education Pvt. Ltd., New Delhi</i></li> </ul>
<b>Business Law</b>
<ul style="list-style-type: none"> <li>• <i>Elements of mercantile Law – N.D.Kapoor</i></li> <li>• <i>Business Law – P.C. Tulsian</i></li> <li>• <i>Business Law – SS Gulshan</i></li> <li>• <i>Company Law – Dr.Avtar Singh</i></li> <li>• <i>Indian contract Act – Dr.Avtar Singh</i></li> <li>• <i>Law of Intellectual Property-V.K-Taraporevala</i></li> </ul>
<b>Business Statistics</b>
<ul style="list-style-type: none"> <li>• <i>Statistics of Management , Richard Levin &amp;David S. Rubin,Printice Hall of India , New Delhi.</i></li> <li>• <i>Statistics for Business &amp; Economics, David R Anderson, Dennis J Sweney, Thopmson Publication.</i></li> <li>• <i>Fundamental of Statistics, S C Gupta, Himalya Publication House.</i></li> <li>• <i>Business Statistics , Bharadwaj , Excel Books, Delhi</i></li> <li>• <i>Business Mathematics, S.K Singh &amp; J.K Singh, Brijwasi Book Distributor &amp; Publisher.</i></li> </ul>



## Reference Books

### Business Communication - Paper I

- Agarwal, AnjuD(1989) *A Practical Handbook for Consumers*, IBH.
- Alien, R.K.(1970) *Organisational Management through Communication*.
- Ashley,A(1992) *A Handbook Of Commercial Correspondence*, Oxford University Press.
- Aswalthapa, K (1991)*Organisational Behaviour*, Himalayan Publication, Mumbai.
- Atreya N and Guha (1994) *Effective Credit Management*, MMC School of Management, Mumbai.
- Bahl,J.C. and Nagamia,S.M. (1974) *Modern Business Correspondence and Minute Writing*.
- Balan,K.R. and Rayudu C.S. (1996) *Effective Communication*, Beacon New Delhi.
- Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) *How to Write First Class Business Correspondence*, N.T.C. Publishing Group USA.
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**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester I and II  
with effect from the Academic Year 2016-2017**

**Scheme of Evaluation**

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

**A) Internal Assessment: 25 %**

**Question Paper Pattern**

**(Internal Assessment- Courses without Practical Courses)**

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

**Question Paper Pattern**

**(Internal Assessment- Courses with Practical Courses)**

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

**B) Semester End Examination: 75 %**

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

**(Detail question paper pattern has been given separately)**

**Passing Standard**

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

## **Question Paper Pattern (Practical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

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

**Note:**

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

## **Question Paper Pattern (Theoretical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

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

**Note:**

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