



Hindi Vidya Prachar Samiti's

Ramniranjan Jhunjhunwala College

of Arts, Science & Commerce

(Autonomous College)

Affiliated to

UNIVERSITY OF MUMBAI

Refer to page nos: 03, 04 and 05

highlighting component

of Research Project

Syllabus for the F.Y.B.M.S

Program: B.M.S

Program Code: RJCUBMS

(CBCS 2021-2022)

THE PREAMBLE

Why BMS?

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

Why BMS at RJ College?

The BMS department was introduced in the year 1999 and since its inception there is no turning back with lots of innovative methods in grooming the future managers and entrepreneurs.. Our strength is our teaching faculties comprising both core and full time faculties with good industry exposure. We not only train the learners in theoretical knowledge but also give them a wide industrial exposure by motivating the students to take up internships and arranging industrial visits for all the three years.

To be more employable and saleable in the job market we take up initiatives to develop the language proficiency of the learners.. Students are motivated to participate in various intra collegiate and intercollegiate competitions.. Opportunities are provided to make projects and presentations.. Emphasis is on following the case study pedagogy for developing the managerial and leadership skills.

The Rotaract Club of RJ College is managed by the BMS department which contributes towards the Personality Development of the students. It also gives them a wide international exposure and extensive networking. The club is also instrumental in making the students more humanitarian, ethical and a good human being through community services.

Our Curriculum, Your Strength

The curriculum is designed in such a way that it helps the students to develop cognizance of the importance of management principles. The curriculum takes the learners not only through the journey of management and leadership functions but also focuses on their moral and ethical development. It also paves a path for the students to decide on their area of specialization (Finance, Marketing, Human Resource Management) in the field of management.

The curriculum would evolve the learner to be more innovative and creative in the field of management and more importantly the area of specialization that they have chosen. It would also give an opportunity to the learners to explore the entrepreneurial avenues.

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

F.Y.B.M.S. Syllabus Semester I & II**DISTRIBUTION OF TOPICS AND CREDITS****F.Y.BMS SEMESTER I**

Course	Nomenclature	Credits	Topics
RJCUBMS101	Introduction to Financial Accounts	03	<ol style="list-style-type: none"> 1. Introduction 2. Accounting Transactions 3. Depreciation Accounting & Trial Balance 4. Final Accounts
RJCUBMS102	Business Law	03	<ol style="list-style-type: none"> 1. Contract Act, 1872 & Sale of Goods Act, 1930 2. Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986 3. Company Law 4. Intellectual Property Rights (IPR)
RJCUBMS103	Business Statistics	03	<ol style="list-style-type: none"> 1. Introduction to Statistics 2. Measures of Dispersion, Co-Relation and Linear Regression 3. Time Series and Index Number 4. Probability and Decision Theory
RJCUBMS104	Business Communication - I	03	<ol style="list-style-type: none"> 1. Theory of Communication 2. Obstacles to Communication in Business World 3. Business Correspondence 4. Language and Writing Skills
RJCUBMS105	New Trends in Environmental Management	02	<ol style="list-style-type: none"> 1. Introduction to Environmental Management 2. Introduction to Innovation 3. Disaster Management 4. Global Environmental Concerns and Planning of Settlements
RJCUBMS106	Foundation of Human Skills	03	<ol style="list-style-type: none"> 1. Understanding of Human Nature 2. Introduction to Group Behaviour 3. Organizational Culture and Motivation at Workplace 4. Organisational Change, Creativity and 5. Development and Work Stress
RJCUBMS107	Business Economics - I	03	<ol style="list-style-type: none"> 1. Introduction 2. Demand Analysis 3. Supply and Production Decisions and Cost of Production 4. Market structure: Perfect competition and Monopoly and Pricing and Output

			Decisions under Imperfect Competition Production 5. Pricing Practices
--	--	--	---

F.Y.BMS. SEMESTER II

Course	Nomenclature	Credits	Topics
RJCUBMS201	Principles of Marketing	03	<ol style="list-style-type: none"> 1. Introduction to Marketing 2. Marketing Environment, Research and Consumer Behaviour 3. Marketing Mix 4. Segmentation, Targeting and Positioning and Trends In Marketing
RJCUBMS202	Industrial Law	03	<ol style="list-style-type: none"> 1. Laws Related to Industrial Relations and Industrial Disputes 2. Laws Related to Health, Safety and Welfare 3. Social Legislation 4. Laws Related to Compensation Management
RJCUBMS203	Business Mathematics	03	<ol style="list-style-type: none"> 1. Introduction 2. Elements of Cost 3. Cost Projection 4. Emerging Cost Concepts
RJCUBMS204	Business Communication II	03	<ol style="list-style-type: none"> 1. Presentation Skills 2. Group Communication 3. Business Correspondence 4. Language and Writing Skills
RJCUBMS205	Community Building and Corporate Governance	02	<ol style="list-style-type: none"> 1. Introduction to Community Building and Development 2. Social Legislation 3. Business Ethics and Corporate Social Responsibility 4. Indian Constitution – An overview
RJCUBMS206	Introduction to Cost Accounting	03	<ol style="list-style-type: none"> 1. Introduction 2. Elements of Cost 3. Cost Projection 4. Emerging Cost Concepts
RJCUBMS207	Principles of Management	03	<ol style="list-style-type: none"> 1. Nature of Management 2. Planning and Decision Making 3. Organising 4. Directing, Leadership, Co-ordination and 5. Controlling

SEMESTER I (PRACTICAL)		L	Cr
Subject: Introduction to Financial Accounts	Paper Code: RJCUBMS101	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> ● Meaning and Scope of Accounting: Need and development, definition: Book- Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting ● Accounting principles: Introductions to Concepts and conventions. ● Introduction to Accounting Standards: Meaning and Scope) <ul style="list-style-type: none"> • AS 1: Disclosure to Accounting Policies • AS 6: Depreciation Accounting. • AS 9: Revenue Recognition. • AS 10: Accounting For Fixed Assets. ● International Financial Reporting Standards (IFRS): Introduction to IFRS <ul style="list-style-type: none"> • IAS-1: Presentation of Financial Statements (Introductory Knowledge) • IAS-2: Inventories (Introductory Knowledge) ● Accounting in Computerized Environment: Introduction, Features and application in various areas of Accounting 			
UNIT II		15	
Accounting Transactions and Trial Balance			
<ul style="list-style-type: none"> ● Accounting transactions: Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal & ledger: Rules regarding posting. ● Preparation of Trial Balance: Introduction and Preparation of Trial Balance ● Expenditure: Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test. ● Receipts: Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts. ● Profit or Loss: Revenue profit or loss, capital profit or loss 			
UNIT III		15	
Depreciation Accounting			

F.Y.B.M.S. Syllabus Semester I & II

<ul style="list-style-type: none"> ● Depreciation accounting: Practical problem based on depreciation using SLM and RBM methods. (Where Provision for depreciation Account not maintained). 		
UNIT IV	15	
Final Accounts		
<ul style="list-style-type: none"> ● Introduction to Final Accounts of a Sole proprietor. ● Rectification of errors. ● Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet. ● Preparation and presentation of Final Accounts in horizontal format 		
Financial Statement Analysis <ul style="list-style-type: none"> ● Introduction to Schedule VI of Indian Companies Act 1956. ● Relationship between items in Balance Sheet and Revenue Statement. ● Study of Balance Sheet and Income Statement/Revenue Statement in vertical form suitable for analysis 3 		

FY BMS	Semester I (Practical)
RJCUBMS101 Introduction to Financial Accounts	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● Recognize and understand ethical issues related to the accounting profession. ● Prepare financial statements in accordance with Generally Accepted Accounting Principles. ● Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements. ● To understand the meaning accounting and accountancy. ● To understand the terms used in accounting system ● To know how the accounting entries are posted in books. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations. ● Apply appropriate judgment derived from knowledge of accounting theory, to financial analysis and decision making. ● To record the basic journal entries. ● Memorize how to calculate depreciation by applying various methods. ● Maintain the financial statements of a business entity. ● Rectify errors in accounts.

SEMESTER I (THEORY)		L	Cr
Subject: Business Law	Paper Code: RJCUBMS102	60	3
UNIT I		15	
Contract Act, 1872 & Sale of Goods Act, 1930			
<ul style="list-style-type: none"> • Contract Act, 1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/consideration, Breach of contract. Remedies for breach of Contract. • Sale of Goods Act, 1930: 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. 			
UNIT II		15	
Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986			
<ul style="list-style-type: none"> • Negotiable Instrument Act, 1981: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque. • Consumer Protection Act, 1986: 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. 			
UNIT III		15	
Company Law			
<ul style="list-style-type: none"> • Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares 			
UNIT IV		15	
Intellectual Property Rights(IPR)			

<ul style="list-style-type: none"> ● Intellectual Property Rights (IPR) <ul style="list-style-type: none"> • IPR definition/ objectives • Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications • Trademarks, definition, types of trademarks, infringement and passing off. • Copy right definition and subject in which copy right exists, Originality, • Meaning and Content, Authors and Owners, Rights and Restrictions. • Geographical indications (only short notes) 		
--	--	--

FY BMS	Semester I (Theory)
RJCUBMS102 Business Law	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● The objective of this course is to provide the students with practical legal knowledge of general business law issues. ● It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law. ● Aims to learn fundamental concepts, principles, and rules of law that apply to business transactions. ● Learning function and operation of the courts, business crimes, contract law, intellectual property, the application of Code to business activities and recent developments in business law, cyber law and electronic commerce <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> ● At the end of the course students would be able to understand the basic concepts and laws of business. ● Students would be able to understand the Intellectual Property Rights and Consumer Protection Laws. ● Apply basic legal knowledge to business transactions. ● Communicate effectively using standard business and legal terminology.

SEMESTER I (PRACTICAL)		L	Cr
Subject: Business Law	Paper Code: RJCUBMS103	60	3
UNIT I		15	
Introduction to Statistics			
<p>Introduction: Functions/Scope, Importance, Limitations</p> <p>Data: Relevance of Data(Current Scenario), Type of data(Primary & Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) (In Brief)</p> <p>Presentation Of Data: Classification – Frequency Distribution – Discrete & Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)</p> <p>Measures Of Central Tendency: 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</p>			
UNIT II		15	
Measures of Dispersion, Co-Relation and Linear Regression			
<p>Measures Of Dispersion: Range with C.R(Co-Efficient Of Range), Quartiles & 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 & Kurtosis (Only concept)</p> <p>Co-Relation: Karl Pearson, Rank Co-Relation</p> <p>Linear Regression: Least Square Method</p> <p>Concept of Multiple correlation and regression</p>			
UNIT III		15	
Time Series and Index Number			
<p>Time Series: Least Square Method, Moving Average Method, Determination of Season</p> <p>Index Number: Simple(un-weighted) 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 Numbers</p>			
UNIT IV		15	

Probability and Decision Theory		
<p>Probability: Concept of Sample space, Concept of Event, Definition of Probability, Addition & Multiplication laws of Probability, Conditional Probability, Bayes' Theorem (Concept only), Expectation & Variance, Concept of Probability Distribution (Only Concept)</p> <p>Decision Theory: Acts, State of Nature Events, Pay offs, Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty, Non- Probability: Maximax, Maximin, Minimax, Regret, Laplace & Hurwicz)</p> <p>Probabilistics (Decision Making under risk): EMV, EOL, EVPI & Decision Tree</p>		

FY BMS	Semester I (Practical)
RJCUBMS103 Business Statistics	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● Understand meaning, nature and importance of statistics and to develop the ability to analyze and interpret data. ● To provide an understanding for the graduate business students on statistical concepts, know the main properties of each statistical tools and select the most appropriate one for use with a given set of data. ● Enable students to apply basic statistical techniques and methods for grouping, tabular and graphical display, analysis and interpretation of statistical data. ● Understand some basic terminology in Probability and approach to decision making. ● To understand association between two variables, obtain a Regression Line and use Regression coefficients to sensibly make forecasts. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● After successful completion of the course, students are expected to obtain the following skills: ● The ability to interpret statistical analysis tools commonly used in the work place. ● Independently calculate, basic statistical parameters like mean, median, mode, correlation coefficients, regression lines etc., ● Produce appropriate graphical and numerical descriptive statistics for different types of data. ● Based on the acquired knowledge, to interpret the meaning of the calculated statistical indicators. ● Choose a statistical method for solving practical problem.

SEMESTER I (THEORY)		L	Cr
Subject : Business Communication - I	Paper Code: RJCUBMS104	60	3
UNIT I		15	
Theory of Communication			
<p>Concept of Communication: 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>Channels and Objectives of Communication:</p> <p>Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine</p> <p>Objectives of Communication: 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>Methods and Modes of Communication:</p> <ul style="list-style-type: none"> • 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>Case study discussion where lack of communication or incorrect mode used affected business and commercial activities leading to losses Mock interviews for correct etiquette.</p>			
UNIT II		15	
Obstacles to Communication in Business World			
<p>Problems in Communication /Barriers to Communication: Physical/Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers.</p> <p>Listening: Importance of Listening Skills, Cultivating good Listening Skills – 4</p> <p>Introduction to Business Ethics:</p> <ul style="list-style-type: none"> • Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility 			

F.Y.B.M.S. Syllabus Semester I & II

<ul style="list-style-type: none"> 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>Role play by students: scenarios given, and learners tackle the obstacles to effective communication</p> <p>Listening to an audio clip and answer questions</p>		
UNIT III	15	
Business Correspondence		
<ul style="list-style-type: none"> Theory of Business Letter Writing: Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing, Personnel Correspondence: 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)] 		
UNIT IV	15	
Language and Writing Skills		
<p>Commercial Terms used in Business Communication</p> <ul style="list-style-type: none"> Paragraph Writing: 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.] Activities: <ul style="list-style-type: none"> Listening Comprehension Remedial Teaching Speaking Skills: Presenting a News Item, Dialogue and Speeches Paragraph Writing: Preparation of the first draft, Revision and Self – Editing, Rules of spelling. Reading Comprehension: Analysis of texts from the fields of Commerce and Management <p>Board Language and Writing Skills</p> <ul style="list-style-type: none"> <u>Writing book reviews</u> 		

RJCUBMS104 Business Communication - I	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none">● To sensitize the learners to the different types of channels of communication and importance of effective business communication in the professional world.● To give knowledge to the learners regarding the barriers to effective communication and means to overcome these barriers.● To introduce the concept of business ethics.● To impart proficiency in business correspondence, language and writing skills. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The learners gain knowledge and understanding of importance of communication and impact of technological advancement on communication.● The learners will be able to identify objectives, suitable channels and modes of communication.● Understanding the obstacles or barriers to effective communication and ways to overcome them.● Gain knowledge of importance of business ethics and sensitize to the ethical challenges in the business world.● The learners are able to write application letters and job resumes.● Enhancement of language and writing skills.
--	---

SEMESTER I (THEORY)		L	Cr
Subject: New Trends in Environmental Management	Paper Code: RJCUBMS105	45	2
UNIT I		12	
Introduction to Environmental Management			
<ul style="list-style-type: none"> ● Introduction to Environmental Management: Meaning, Importance, Functions, Features, Scope of Environment Management, Different types of Environments, Characteristics of Environmental Management, Pollution ● Concept of Sustainability Development: Meaning, Scope , Reasons of Sustainability Development, Elements included in sustainability development, types of sustainability development, Rain water harvesting, Optimal utilization of water. ● Waste Management: Meaning of waste management, Types of waste, Tools and techniques of waste management, E- Waste Management, Bio Medical Waste management. Government Rules and Regulations towards waste management. 			
UNIT II		10	
Introduction to Innovation			
<ul style="list-style-type: none"> ● Introduction to Innovation: Meaning, Scope , Features, Types of Innovations, Tools of Innovations, Innovation process, Need for Innovations, Environmental clearance for establishing and operating industries in India. ● Green Technology: Meaning, Importance, Characteristics of Green Technology, Government Initiatives towards green technology, Carbon credits, Organic farming, Solar Technology, ● Environmental Impact Assessment EIA,ISO- 14001, Ecotel Hotels, Environmental clearances from the government to start a business 			
UNIT III		13	
Disaster Management			

F.Y.B.M.S. Syllabus Semester I & II

<ul style="list-style-type: none"> ● Disaster Management Meaning - Concept of Hazard, Risk, Vulnerability and Disaster – Impact of disasters: Physical, economic, political, psychosocial, ecological, and others; developmental aspects of disasters - Types and Classification of Disasters - Nature Induced Disasters and Human Induced Disasters ● Disaster Management Cycle: Mitigation and prevention, Preparedness, Prediction and Early warning, Rescue and Relief, Impact assessment, Response, Recovery, Reconstruction; Disaster Risk Reduction; Community Based Disaster Management (CBDRM); ● Impact on the individual, family and society; Mental health consequences of disaster; Principles and techniques of psychosocial care in post disaster situations; Specific psychosocial needs of vulnerable groups like children, women, older persons, persons with disability, transgender, destitute and orphans; Post trauma care and counseling ● Fire safety norms 		
UNIT IV	10	
Global Environmental Concerns and Planning of Settlements		
<ul style="list-style-type: none"> ● Global Environmental Concerns and Planning of Settlements: UN/ International Conferences/ Conventions (Global /National issues) Environmental Concerns of human settlements. ● Environment planning Techniques: Environmental surveys- Methods of data collection, interview techniques, analysis Database for incorporation of environmental concerns in planning analysis, Techniques of resource protection and conservation (land suitability analysis, carrying capacity, vulnerability analysis). 		

FY BMS	Semester I (Theory)
RJCUBMS105 New Trends in Environmental Management	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> ● To Understand the environment & need for environmental management. ● To briefly discuss sustainable development and its types. ● To Understand innovative ways of environmental management. ● To Understand green technology and environmental impact assessment in detail. ● To discuss issues in the Global Environment and ways to settle the same. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The Learners understand about their roles and responsibility towards the environment ● The learners understand the importance of Environment and can use innovative techniques to solve the environmental issues.

- | | |
|--|---|
| | <ul style="list-style-type: none">• The learners understand disaster management and environmental impact assessment techniques. |
|--|---|

SEMESTER I (THEORY)		L	Cr
Subject: Foundation of Human Skills	Paper Code: RJCUBMS106	60	3
UNIT I		15	
Understanding of Human Nature			
<p>Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment</p> <p>Personality and attitude: 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</p> <p>Thinking, learning and perceptions: 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 attribution).</p>			
UNIT II		15	
Introduction to Group Behaviour			
<p>Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures)</p> <p>Team effectiveness: nature, types of teams, ways of forming an effective team.</p> <p>Setting goals.</p> <p>Organizational processes and system.</p> <p>Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games.</p> <p>Organizational conflicts and resolution: Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.</p> <p>Threats to group effectiveness.</p>			
UNIT III		15	
Organizational Culture and Motivation at			

workplace		
<ul style="list-style-type: none"> ● Organizational Culture: <ul style="list-style-type: none"> • Characteristics of organizational culture. • Types, functions and barriers of organizational culture • Ways of creating and maintaining effective organization culture ● Motivation at workplace: Concept of motivation <ul style="list-style-type: none"> • Theories of motivation in an organisational set up. • A.Maslow Need Heirachy • F.Hertzberg Dual Factor • Mc.Gregor theory X and theory Y. • Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace. 		
UNIT IV	15	
Organisational Change, Creativity and Development and Work Stress		
<ul style="list-style-type: none"> ● Organisational change and creativity: 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. ● Organisational Development and work stress: Need for organizational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress ● How an organization learns to innovate 		

FY BMS	Semester I (Theory)
RJCUBMS106 Foundation of Human Skills	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> ● To Understand the Human Nature with respect to Heredity & Environment ● To Understand briefly the environmental factors - Personality, Attitude, Thinking, Learning & Perception ● To Understand group behaviour & team effectiveness along with factors such as power, politics & Conflicts & resolution strategies. ● To Understand Organisational culture & theories of Motivation ● To Understand Organisational Change & Ways to Handle work stress. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The Learners understand about their own personalities, maintain their attitude & perception towards the organization ● The learners understand the importance of work in a team, maintenance of organisation culture.

F.Y.B.M.S. Syllabus Semester I & II

- | | |
|--|--|
| | <ul style="list-style-type: none">• The learners understand as to how to keep themselves and others motivated & ways to handle stress. |
|--|--|

F.Y.B.M.S. Syllabus Semester I & II

SEMESTER I (THEORY)		L	Cr
Subject: Business Economics - I	Paper Code: RJCUBMS107	60	3
UNIT I		10	
Introduction			
<ul style="list-style-type: none"> • Scope and Importance of Business Economics - 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, The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium 			
UNIT II		10	
Demand Analysis			
<p>Demand Function - 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>Demand estimation and forecasting: Meaning and significance - methods of demand estimation : survey and statistical methods (numerical illustrations on trend analysis and simple linear regression)</p>			
UNIT III		15	
Supply and Production Decisions and Cost of Production			
<p>Production function: 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>Cost concepts: 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 (hypothetical numerical problems to be discussed), LAC and Learning curve - Break even analysis (with business applications)</p>			
UNIT IV			
Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition		15	

F.Y.B.M.S. Syllabus Semester I & II

<ul style="list-style-type: none"> ● Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition: 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 ● Monopolistic competition: Equilibrium of a firm under monopolistic competition, debate over role of advertising (topics to be taught using case studies from real life examples) ● Oligopolistic markets: key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models (with practical examples) 		
UNIT V	10	
Pricing Practices		
<ul style="list-style-type: none"> ● Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing – transfer pricing (case studies on how pricing methods are used in business world) 		

FY BMS	Semester I (Theory)
RJCUBMS107 Business Economics - I	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To give knowledge to the learners regarding demand and changes in response to changes in price. ● To introduce the concept of consumer is supply and forecasting their purchases. ● To avail of different market structure and pricing of different goods including stock market. ● To impart proficiency in revenue and cost conditions of the firm and breakeven point. ● To introduce the concept of profit and run the business in a sound footing. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The learners gain knowledge and understanding of demand and impact on price in purchasing goods. ● Gain knowledge of market structure and fact the challenges in business. ● Enhancement of output and profit in business. ● Understanding of market barriers to entry and ways to overcome theory. ● To learners will be able to identify the market and enjoy surplus.

SEMESTER II (THEORY)		L	Cr
Subject: Principles of Marketing	Paper Code: RJCUBMS201	60	3
UNIT I		15	
Introduction to Marketing			
<ul style="list-style-type: none"> • Introduction to Marketing: 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 • Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges. • Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing. 			
UNIT II		15	
Marketing Environment, Research and Consumer Behaviour			
<p>The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.</p> <p>Macro environment: Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors (PEST Analysis)</p> <p>Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research</p> <p>MIS: Meaning, features and Importance.</p> <p>Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour</p>			
UNIT III		15	
Marketing Mix			
<ul style="list-style-type: none"> • Marketing mix: Meaning –elements of Marketing Mix. • Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product. • Branding –Packing and packaging – role and importance • Pricing – objectives- factors influencing pricing policy and Pricing strategy. • Physical distribution – meaning – factor affecting channel selection-types of marketing channels. • Promotion – meaning and significance of promotion. Promotion tools (brief) 			

UNIT IV	15	
Segmentation, Targeting and Positioning and Trends In Marketing		
<ul style="list-style-type: none"> • Segmentation – meaning , importance , basis • Targeting – meaning , types • Positioning – meaning – strategies • New trends in marketing – E-marketing , Internet marketing and marketing using Social network / Green Marketing, Niche Marketing, Cause Marketing, Affiliate Marketing. • Social marketing/ Relationship marketing 		

FY BMS	Semester II (Theory)
RJCUBMS201 Principles of Marketing	<p><u>Course Outcomes:</u></p> <p>To make the students understand the concept of marketing along with orientation of firms.</p> <p>To make the students aware about the Marketing Environment, along with consumer behaviour</p> <p>To make the students aware of Market research, 4p's of Marketing, segmentation, Positioning, targeting different markets Market share.</p> <p><u>Learning Outcome:</u></p> <p>The Learner will be able to analyse the need & wants for different products, markets & industries.</p> <p>The Learner will be able to analyse the behaviour of consumers.</p> <p>The Learners will know how to use New trends i.e online, social media marketing.</p>

F.Y.B.M.S. Syllabus Semester I & II

SEMESTER II (THEORY)		L	Cr
Subject: Industrial Law	Paper Code: RJCUBMS202	60	3
UNIT I		15	
Laws Related to Industrial Relations and Industrial Disputes			
Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure The Trade Union Act, 1926			
UNIT II		15	
Laws Related to Health, Safety and Welfare			
<ul style="list-style-type: none"> • The Factory Act 1948: (Provisions related to Health, Safety and Welfare) • The Workmen's Compensation Act, 1923 Provisions: <ul style="list-style-type: none"> • Introduction: The doctrine of assumed risk, The doctrine of Common • Employment, The doctrine of Contributory Negligence • Definitions • Employers liability for compensation (S-3 to 13) • Rules as to Compensation (Sec 4 to Sec 9) (14 A & 17) 			
UNIT III		15	
Social Legislation			
<ul style="list-style-type: none"> • Employee State Insurance Act 1948: Definition and Employees Provident Fund • Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues 			
UNIT IV		15	
Laws Related to Compensation Management			
<ul style="list-style-type: none"> • The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions • Payment of Bonus Act, 1965 • The Payment Of Gratuity Act, 1972 - Introduction, objects, Applicability of Act, Definition, Nomination, Mode, Limit & Recovery 			

FY BMS	Semester II (Theory)
RJCUBMS202 Industrial Law	<p><u>Course Outcomes:</u></p> <p>To demonstrate an understanding of the role of law in regulating industrial conflict; To demonstrate an understanding of the legal regulation of trade unions; To demonstrate the skills required in applying legal rules and principles to factual situations in problem solving exercises.</p> <p><u>Learning Outcome:</u></p> <p>Develop critically informed analysis of management and union strategies Develop critically informed analysis of management and union strategies Analyse the dynamic legal context in which employment relationships are enacted Apply aspects of employment law to real workplace situations Critically evaluate emerging trends in employment law Communicate ideas in an effective manner by leading informed class discussion</p>

SEMESTER II (PRACTICAL)		L	Cr
Subject: Business Mathematics	Paper Code: RJCUBMS203	60	3
UNIT I		15	
Elementary Financial Mathematics			
<ul style="list-style-type: none"> • Simple and Compound Interest: Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest • Annuity-Present and future value-sinking funds • Depreciation of Assets: Equated Monthly Installments (EMI) - using flat interest rate and reducing balance method. • Functions: Algebraic functions and the functions used in business and economics, Break Even and Equilibrium point. • Permutation and Combination: (Simple problems to be solved with the calculator only) • Number Systems: • Decimal system: The most commonly used number system, to understand place value and absolute value. • Binary Number system. c). Fractional Numbers. • Solving of simultaneous equations • Logarithms: To find log of some number to the base of something. 			
UNIT II		15	
Matrices and Determinants			
<p>Matrices: Some important definitions and some important results. Matrix operation (Addition, scalar multiplication, matrix multiplication, transpose of a matrix)</p> <p>Determinants of a matrix of order two or three: properties and results of Determinants</p> <p>Solving a system of linear equations using Cramer's rule</p> <p>Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method</p> <p>Case study: Input Output Analysis</p>			
UNIT III		15	
Derivatives and Applications of Derivatives			

F.Y.B.M.S. Syllabus Semester I & II

<p>Introduction and Concept: Derivatives of constant function, logarithmic functions, polynomial and exponential function</p> <p>Rules of derivatives: addition, multiplication, quotient</p> <p>Second order derivatives</p> <p>Application of Derivatives: Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand</p>		
UNIT IV	15	
Numerical Analysis [Interpolation]		
<ul style="list-style-type: none"> • Introduction and concept: Finite differences – forward difference operator – Newton’s forward difference formula with simple examples • Backward Difference Operator. Newton’s backward interpolation formula with simple examples 		

FY BMS	Semester II (Practical)
RJCUBMS203 Business Mathematics	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● Understanding basic terms in areas of business calculus and financial mathematics ● To understand mathematical concepts, principles of calculus and applications, matrix algebra in business & economics ● Solve basic Maths problems using whole numbers, fractions decimals. ● Communicate Mathematics effectively. ● Use Interpolation to derive as simple function from a set of discrete data points so that the function passes through all the given data points and can be used to estimate data points in-between the given ones. <p><u>Learning Outcome:</u></p> <p>After successful completion of the course, students are expected to obtain the following skills:</p> <ul style="list-style-type: none"> ● Demonstrate a computational ability in solving a wide array of mathematical problems. ● Analyse real world scenarios to recognize when simple interest, compound interest, annuities, depreciation are appropriate. ● Students will be able to analyse, evaluate or solve problems when given a set of circumstances or data. ● Students will be able to understand and utilize mathematical functions and process.

F.Y.B.M.S. Syllabus Semester I & II

SEMESTER II (THEORY)		L	C r
Subject: Business Communication - II	Paper Code: RJCUBMS204	60	3
UNIT I		15	
Presentation Skills			
Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation Effective use of OHP Effective use of Transparencies How to make a Power-Point Presentation			
UNIT II		15	
Group Communication			
Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit Meetings: 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 Conference: Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR			
UNIT III		15	
Business Correspondence			
Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given) Only following to be taught in detail:- Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act [Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.]			
UNIT IV		15	

F.Y.B.M.S. Syllabus Semester I & II

Language and Writing Skills		
Reports: Parts, Types, Feasibility Reports, Investigative Reports Summarisation: Identification of main and supporting/sub points Presenting these in a cohesive manner		

FY BMS	Semester II (Theory)
RJCUBMS204 Business Communication II	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To guide the learners for presentation skills(How to make power point presentation, effective use of transparencies, Effective use of OHP) ● To give knowledge to the learners regarding group communication (Interview, meetings, Conference, and Public relations. ● To sensitize the learners to the different types Trade Letters (order, Credit and status enquiry Collection. ● To impart proficiency in business correspondence, language and writing skills. ● To identify the ethical dimension of a communication problem and to acknowledge different points of view. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The learners are able to write application letters and job resumes. ● Enhancement of language and writing skills. ● Learners will be able to make presentation properly. ● Students will be confident in interviews, meetings, conferences and public relations. ● Learners will gain an understanding of Business correspondence (trade letters) ● Students will be able to find, use, and evaluate primary academic writing associated with the communication discipline. ● Students will be able to communicate effectively orally and in writing.

SEMESTER II (THEORY)		L	Cr
Subject: Community Building and Corporate Governance	Paper Code: RJCUBMS205	45	2
UNIT I		12	
Introduction to Community Building and Development			
<ul style="list-style-type: none"> ● Introduction to Community Building: Meaning, Importance, Functions, Features, Scope of Community Building, Different types of Community, Characteristics of Community Building, ● Concept of Community Building and Development: Community Organizations, Community Participants, Community Analysis, Workforce Diversity, Building a Right team and Relationships 			
UNIT II		09	
Social Legislation			
<ul style="list-style-type: none"> ● Introduction to Contemporary Issues: Social Legislation: Meaning and Scope. Family Courts, Lok Adalats, The Legal Aid, Public Interest ● Litigation - Right To Information Act (2005). ● The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 ● Protection of Women from Domestic Violence Act, 2005 , Protection of Civil Rights Act (1955) – Protection of Consumer Act (1986) Section 377 LGBT rights and HR policy in Indian workplace. ● Political Concerns and Challenges: Meaning, Importance, Characteristics of Political Concerns, Crime and Politics, Violation of Human Rights in Industries and Organizations. ● Terrorism – causes, consequences and remedial measures, Zero Hunger, Good Health and Wellbeing 			
UNIT III		12	
Business Ethics and Corporate Social Responsibility			

F.Y.B.M.S. Syllabus Semester I & II

<ul style="list-style-type: none"> ● Business Ethics: Introduction to Business Ethics, Business Ethics and Management, Business Ethics and Moral Obligations; Importance of Business Ethics ● Theories on Business Ethics: Deontology, Utilitarianism, Rights, and Virtues ● Role of organizational culture in ethics and Structure of ethics management: Ethics Committee, Ethics Officers, and the CEO Communicating ethics: Communication Principles, Channels, Training programmes, and evaluation and Ethical Audit, Whistle Blowing, Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower and developments in India. ● Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; CSR initiatives in India. 		
UNIT IV	12	
Indian Constitution – An overview		
<ul style="list-style-type: none"> ● Constitutional Vision: Constituent Assembly, Nature of Constitution, Preamble, Fundamental Rights, Right to Constitutional remedies, Directive Principles. ● Introduction to Constitutional Rights: Fundamental Rights- Organizational and Personal, Consumer Rights in India, Directive Principles and State Policies 		

FY BMS	Semester II (Theory)
---------------	-----------------------------

<p>RJCUBMS205 Community Building and Corporate Governance</p>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">● To Understand the social issues● To briefly discuss social and ethical development and its types.● To Understand CSR activities ways to help develop social management.● To Understand ethical issues in detail.● To discuss issues of social concern and fundamental rights and ways to settle the same. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The Learners understand about their roles and responsibility towards the community● The learners understand the importance of Indian constitution and can use their rights .● The learners understand Social issue like lok adalat, RTI and its measure to help the society.● The learners understands ethics and corporate responsibility to uplift the society .
---	--

SEMESTER II (Practical)		L	Cr
Subject: Introduction to Cost Accounting	Paper Code: RJCUBMS206	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> • 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) 			
UNIT II		15	
Elements of Cost			
<ul style="list-style-type: none"> • Material Costing- Stock valuation (FIFO & weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems) • Labour Costing – (Bonus and Incentive Plans) (Practical Problems) • Overhead Costing (Primary and Secondary Distribution). 			
UNIT III		15	
Cost Projection			
<ul style="list-style-type: none"> • Cost Sheet (Current and Estimated) (Practical Problems) • Reconciliation of financial accounts and cost accounting (Practical Problems) 			
UNIT IV		15	
Emerging Cost Concepts			
<ul style="list-style-type: none"> • Uniform Costing and Inter-firm 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 • Marginal Costing - Profit-Volume Ratio, Break even Point, Margin of Safety Application of Break Even Analysis 			

FY BMS	Semester II (Theory)
RJCUBMS206 Introduction to Cost Accounting	<p>Course Outcomes:</p> <ul style="list-style-type: none">● This course exposes the students to the basic concepts and the tools used in Cost Accounting● To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations <p>Learning Outcome:</p> <ul style="list-style-type: none">● The Learners would be able to understand the different elements of cost involved in the production process.● The Learners would also understand the process of calculation of products.● The Learners would understand different methods of cost estimation.● The Learners would be able to reconcile the cost between financial accounts and cost accounting.

F.Y.B.M.S. Syllabus Semester I & II

SEMESTER II (THEORY)		L	Cr
Subject: Principles of Management	Paper Code: RJCUBMS207	60	3
UNIT I		15	
Nature of Management			
<ul style="list-style-type: none"> ● Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. ● Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach ● Hawthorne Experiment 			
UNIT II		15	
Planning and Decision Making			
<ul style="list-style-type: none"> ● Planning: Meaning, Importance, Elements, Process, Limitations and MBO. ● Decision Making: Meaning, Importance, Process, Techniques of Decision Making. 			
UNIT III		15	
Organising			
<ul style="list-style-type: none"> ● Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations ● Departmentation: Meaning, Basis and Significance ● Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization ● Delegation: Authority & Responsibility relationship 			
UNIT IV		15	
Directing, Leadership, Co-ordination and Controlling			
<ul style="list-style-type: none"> ● Directing: Meaning and Process ● Leadership: Meaning, Styles and Qualities of Good Leader ● Co-ordination as an Essence of Management Leadership & Motivation Theories ● Managerial Grid, OHIO, SLT, Vrooms Expectancy theory, Poter & Lawler theory of Motivation & Equity Theory. ● Controlling: Meaning, Process and Techniques ● Recent Trends: Green Management & CSR 			

FY BMS	Semester II (Theory)
RJCUBMS207 Principles of Managem ent	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">● To understand the evolution of Management thoughts contributed by F.W Taylor, Henry Fayol & Others.● To understand the different levels of management● To understand briefly the concept of PODSCORB <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The Learners would be able understand the process of planning & Decision Making & its importance in an organization.● The Learners would also understand the importance of Authority & Responsibility along with centralization & decentralization of work followed in various industries & service sectors.● The Learners would understand different styles of leadership followed in various industries & service sectors.● The Learners would learn a new trend of about green management & CSR in various industries & service sectors.

F.Y.B.M.S. Syllabus Semester I & II**References**

FY BMS	Semester I (Practical)
RJCUBMS101 Introduction to Financial Accounts	<ul style="list-style-type: none"> ● Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books ● Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education) ● Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh– Taxman ● Financial Accounting for Business Managers: By Ashish K. Bhattacharya. ● Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi ● Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi ● Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi ● Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai ● Financial Accounting by Lesile Chandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi ● Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai ● Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi ● Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc ● Financial Accounting by Monga, J.R. Ahuja, Girish Ahuja and Ashok Shehgal, Mayur Paper Back, Noida ● Compendium of Statement and Standard of Accounting, ICAI ● Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai ● Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai ● Company Accounting Standards by Shrinivasan Anand, Taxman, New Delhi ● Financial Accounting by V. Rajasekaran, Pearson Publications, New Delhi ● Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi ● Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi ● Financial Accounting a Managerial Perspective, Varadraj B. Bapat, Mehul Raithatha, Tata McGraw Hill Education Pvt. Ltd., New Delhi

FY BMS	Semester I (Theory)
RJCUBMS102	<p>Elements of mercantile Law – N.D.Kapoor</p> <p>Business Law – P.C. Tulsian</p>

F.Y.B.M.S. Syllabus Semester I & II

Business Law	Business Law – SS Gulshan Company Law – Dr.Avtar Singh Indian contract Act – Dr.Avtar Singh Law of Intellectual Property-V.K-Taraporevala
--------------	--

FY BMS	Semester I (Practical)
RJCUBMS103 Business Statistics	Statistics of Management , Richard Levin &David S. Rubin,Printice Hall of India , New Delhi. Statistics for Business & Economics, David R Anderson, Dennis J Sweney, Thopmson Publication. Fundamental of Statistics, S C Gupta, Himalya Publication House. Business Statistics , Bharadwaj , Excel Books, Delhi Business Mathematics, S.K Singh & J.K Singh, Brijwasi Book Distributor & Publisher

FY BMS	Semester I (Theory)
---------------	----------------------------

<p>RJCUBMS104 Business Communication - I</p>	<ul style="list-style-type: none"> ● 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. Banerjee, Bani P (2005) ● Foundation of Ethics in Management Excel Books Business world Special Collector's Issue: Ethics and the Manager Barkar, Alan(1993) Making Meetings Work, Sterling Publications Pvt. Ltd., New Delhi. ● Basu,C.R.(1998) Business Organisation and Management, T.M.H.New Delhi. ● Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York. ● Bhargava and Bhargava(1971) Company Notices, Meetings and Regulations Black, Sam (1972) Practical Public Relations, E.L.B.S. London. ● BoveeCourtland,L and Thrill, John V(1989) Business Communication, Today McGrawHill, New York, Taxman Publication. Burton, G and Thakur, (1995) Management Today- Principles and Practices. T.M.H.,New Delhi. ● Narrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, TheDartwell Co., Chicago. ● Dayal, Ishwar(1981) Managing Large Organizations: A Comparative Study. ● Fisher Dalmar, (1999), Communication in Organisation, Jaico Pub House, Mumbai, Delhi. ● Frailley, L.E. (1982) Handbook of Business Letters, Revised Edn. Prentice Hall Inc. French, Astrid (1993) Interpersonal Skills. Sterling Publishers, New delhi. ● Fritzsche, David J (2005) Business Ethics: A Global and Managerial Perspective McGraw Hill ● Garlside, L.E. (1980) Modern Business Correspondence, McDonald and Evans Ltd. Plymouth. ● Ghanekar,A(1996) Communication Skills for Effective Management. Everest Publishing House, Pune. ● Graves, Harold F. (1965) Report Writing, Prentice Hall, New Jersey. ● Gupta, Anand Das (2010) Ethics, Business and Society: Managing Responsibly Response Books ● Gupta, Dipankar (2006) Ethics Incorporated: Top Priority and Bottom Line Response Books ● Krevolin, Nathan (1983) Communication Systems and Procedures for
--	---

F.Y.B.M.S. Syllabus Semester I & II

	<p>Modern Office, Prentice Hall, New Jersey.</p> <ul style="list-style-type: none"> ● Lesikar, Raymond V and Petit, John D.(1994) Business Communication: Theory and Application , Richard D. Irwin Inc. Illinois. Ludlow,Ron.(1995) The Essence of Effective Communication, Prentice , New Delhi. ● M. Ashraf, Rizvi (2006) Effective Technical Communication Tata McGraw Hill Martson, John E. 1963) The Nature of Public Relations, McGraw Hill, New Delhi. Majumdar,P.K.(1992) Commentary on the Consumer protection Act, Prentice, New Delhi. ● McQuail, Denis (1975), Communication, Longman. Merrihue, William (1960) Managing by Communication, McGraw Hill, New York. ● Mishra Rajiv K (2006) Code of Conduct for Managers Rupa Company Monippalli, M.M. (1997), The Craft of Business Letter Writing, T.M.H. New Delhi. ● The Human Connection, McGraw Hill,New York. Murphy, Herta and Hilde Brandt, Herbert W (1984) Effective Business Communication, McGraw Hill, New York. Parry, John (1968) The Psychology of Human Communication. Parson, C.J. and Hughes (1970) Written Communication for Business Students, Great Britain. ● Peterson, Robert A and Ferrell, O.C (2005) Business Ethics: New Challenges for Business Schools and Corporate Leaders Prentice Hall of India Pvt., Ltd Phillip, Louis V. (1975) Organisational Communication-The Effective Management, Columbus Grid Inc. ● Ross, Robert D. (1977) The Management of Public Relations, John Wiley and Sons, U.S.A. ● Sadri Sorab, Sinha Arun and Bonnerjee peter (1998) Business Ethics: Concepts and Cases Tata McGraw Hill Public Company Limited Shekhar, R.C (1997) ● Ethical Choices in Business Response Books Stephenson, James (1988) ● Principles and Practice of Commercial Correspondence, Pilman and Sons Ltd. London. ● Shurter, Robert L. (1971) Written Communication
--	--

FY BMS	Semester I (Theory)
RJCUBMS105 New Trends in Environmental Management	<ul style="list-style-type: none"> ● Eco-technology for Pollution Control and Environmental Management by Trivedy R.K. and Arvind Kumar. ● Williams, Paul T. (2013) Waste treatment and disposal, John Wiley Publishers. ● Berkowitz, A.R., Nilon, C.H. and Hollweg, K.S. (eds.). 2003. Understanding urban ecosystems: a new frontier for science and education. Springer Science & Business Media. ● D'Monte D. 1985. Industry versus Environment Temples or Tombs. Three Controversies, Delhi, CSE. ● Douglas, I. 2012. Peri-urban ecosystems and societies: transitional zones and contrasting values. In The Peri-urban Interface (pp. 41-52). Routledge. ● Kopecká, M., Nagendra, H. and Millington, A. 2018. Urban Land Systems: An Ecosystems Perspective.

F.Y.B.M.S. Syllabus Semester I & II

	<ul style="list-style-type: none"> ● Kumar, P. 2009. Assessment of economic drivers of land use change in urban ecosystems of Delhi, India. <i>AMBIO:A Journal of the Human Environment</i>, 38: 35-39. ● Nagendra, H., Sudhira, H.S., Katti, M., Tengö, M. and Schewenius, M. 2014. Urbanization and its impacts on land use, biodiversity and ecosystems in India. <i>INTERdisciplina</i>, 2. ● Pelling, M. and S. Blackburn (eds.). 2003. <i>Megacities and the Coast: Risk, Resilience and Transformation</i>, Abington: Routledge. ● Singh, V.S., Pandey, D.N. and Chaudhry, P. 2010. <i>Urban forests and open green spaces: lessons for Jaipur, Rajasthan India</i>. Jaipur: Rajasthan State Pollution Control Board.
--	--

FY BMS	Semester I (Theory)
RJCUBMS106 Foundation of Human Skills	<p>Organisational behaviour, S.Robbins, Prentice Hall</p> <p>Organisational behaviour, John W.Newstrom and Keith Davis, Tata McGrawhill</p> <p>Organisational behaviour, Fred Luthans, McGrawhill, Newyork</p> <p>Organisational behaviour, K.Aswathappa, Himalaya Publishing House</p> <p>Essentials of management, Koontz,Harold, Tata McGrawhill</p>

FY BMS	Semester I (Theory)
RJCUBMS107 Business Economics - I	<ul style="list-style-type: none"> ● Mehta, P.L.: <i>Managerial Economics – Analysis, Problem and Cases</i> (S. Chand & Sons, N. Delhi, 2000) ● Hirchey .M., <i>Managerial Economics</i>, Thomson South western (2003) ● Salvatore, D.: <i>Managerial Economics in a global economy</i> (Thomson South Western Singapore, 2001) ● Frank Robert.H, Bernanke. Ben S., <i>Principles of Economics</i> (Tata McGraw Hill (ed.3) ● Gregory Mankiw., <i>Principles of Economics</i>, Thomson South western (2002 reprint) ● Samuelson & Nordhas.: <i>Economics</i> (Tata McGraw Hills, New Delhi, 2002) ● Pal Sumitra, <i>Managerial Economics cases and concepts</i> (Macmillan, New Delhi,2004)

FY BMS	Semester II (Theory)
RJCUBMS201 Principles of Marketing	<ul style="list-style-type: none"> ● Kotlar, Philip, <i>Marketing Management</i>, Prentice Hall, New Delhi. ● Stanton, Etzel, Walker, <i>Fundamentals of Marketing</i>, Tata-McGraw Hill, New Delhi. ● Saxena, Rajan, <i>Marketing Management</i>, Tata-McGraw Hill, New Delhi.

F.Y.B.M.S. Syllabus Semester I & II

	<ul style="list-style-type: none"> ● McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York. ● Pillai R S, Bagavathi, Modern Marketing
--	---

FY BMS	Semester II (Theory)
RJCUBMS202 Industrial Law	<ul style="list-style-type: none"> ● Industrial and Labour Laws, Dr. Sanjeev Kumar, Bharat Law HP Ltd ● Labour and Industrial Laws, S.N Misra, Central Law Publication ● Labour and Industrial Laws, P.K.Padhi, Eastern Economy Edition ● Commercial and Industrial Law, S.K. Dasgupta, Sterling Publishers Pvt. Ltd ● Industrial Law, Mr. N.D. Kapoor, Sultan Chand ● Employee's Provident Fund, Chopra D.S, Labour Law Agency ● Industrial Law, Mr. P.L. Mallick, Sultan Chand ● Essence of Personnel Management and Industrial Relations, Cowling, Prentice – Hall

FY BMS	Semester II (Practical)
RJCUBMS203 Business Mathematics	<ul style="list-style-type: none"> ● Mathematics for Economics and Finance, Martin Anthony, Norman Biggs, Cambridge lowprice editions, 2000. ● Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand & Sons Publications, 2006. ● Business Mathematics, J.K. Singh, 2009, Himalaya Publishing House. ● Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGrawHill Publishing Company Ltd. ● Mathematics of Finance 2nd Edition Schaum's Outline Series Peter Zima, Robert Browns Tata McGrawHill Publishing Company Ltd ● Business Mathematics by Dr.AmarnathDikshit&Dr.Jinendra Kumar Jain. ● Business Mathematics by Bari - New Literature publishing company, Mumbai ● Mathematics for Economics and Business, RS Bhardwaj, 2010,Excel Books ● Business Mathematics, Zameerudin, Qazi, V.K. Khanna& S.K. Bhambri, Vikas Publishing House Pvt. Ltd, New Delhi

FY BMS	Semester II (Theory)
RJCUBMS204 Business Communication II	<ul style="list-style-type: none"> ● 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.

F.Y.B.M.S. Syllabus Semester I & II

- 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, L Sue, Fryar, Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group USA.
- Banerjee, Bani P (2005) Foundation of Ethics in Management Excel Books 10. Businessworld Special Collector's Issue: Ethics and the Manager
- Barkar, Alan (1993) Making Meetings Work, Sterling Publications Pvt. Ltd., New Delhi.
- Basu, C.R. (1998) Business Organisation and Management, T.M.H. New Delhi.
- Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York.
- Bhargava and Bhargava (1971) Company Notices, Meetings and Regulations
- Black, Sam (1972) Practical Public Relations, E.L.B.S. London.
- Bovee Courtland, L and Thrill, John V (1989) Business Communication, Today McGraw Hill, New York, Taxman Publication.
- Burton, G and Thakur, (1995) Management Today- Principles and Practices. T.M.H., New Delhi.
- Darrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, The Dartwell Co., Chicago.
- Dayal, Ishwar (1981) Managing Large Organizations: A Comparative Study.
- Drucher, P.F. (1970) Technology, Management and Society, Pan Books London.
- Drucher, P.F. (1974) Management Responsibilities Practices, Heinemann, London. 22. Eyre, E.C. (1985) Effective Communication Made Simple, Rupa and Co. Calcutta.
- Ecouse Barry, (1999), Competitive Communication: A Rhetoric for Modern Business, OUP.
- Fisher Dalmar, (1999), Communication in Organisation, Jaico Pub House, Mumbai, Delhi.
- Frailley, L.E. (1982) Handbook of Business Letters, Revised Edn. Prentice

Hall Inc.

- French, Astrid (1993) Interpersonal Skills. Sterling Publishers, New delhi.
- 27 Fritzsche, David J (2005) Business Ethics: A Global and Managerial Perspective McGraw Hill
- Garlside, L.E. (1980) Modern Business Correspondence, McDonald and Evans Ltd. Plymouth.
- Ghanekar,A(1996) Communication Skills for Effective Management. Everest Publishing House, Pune.
- Graves, Harold F. (1965) Report Writing, Prentice Hall, New Jersey.
- Dipankar (2006) Ethics Incorporated: Top Priority and Bottom Line Response Books
- Krevolin, Nathan (1983) Communication Systems and Procedures for Modern Office, Prentice Hall, New Jersey.
- Lesikar, Raymond V and Petit, John D.(1994) Business Communication: Theory and Application , Richard D. Irwin Inc. Illinois.
- Ludlow,Ron.(1995) The Essence of Effective Communication, Prentice , New Delhi.
- 36.M. Ashraf, Rizvi (2006) Effective Technical Communication Tata McGraw Hill
- Martson, John E. 1963) The Nature of Public Relations, McGraw Hill, New Delhi.
- Majumdar,P.K.(1992) Commentary on the Consumer protection Act, Prentice, New Delhi.
- McQuail, Denis (1975), Communication, Longman.
- Merrihue, William (1960) Managing by Communication, McGraw Hill, New York. 41.Mishra Rajiv K (2006) Code of Conduct for Managers Rupa Company
- Monippalli, M.M. (1997),The Craft of Business Letter Writing, T.M.H. New Delhi.
- Montagu,A and Matson , Floyd(1979) The Human Connection, McGraw Hill,New York.
- Murphy, Herta and Hilde Brandt, Herbert W (1984) Effective Business Communication, McGraw Hill, New York.
- Parry, John (1968) The Psychology of Human Communication.
- Parson, C.J. and Hughes (1970) Written Communication for Business Students, Great Britain.
- Peterson, Robert A and Ferrell, O.C (2005) Business Ethics: New Challenges for Business Schools and Corporate Leaders Prentice Hall of India Pvt., Ltd
- Phillip, Louis V. (1975) Organisational Communication- The Effective

F.Y.B.M.S. Syllabus Semester I & II

	<p>Management, Columbus Grid Inc. 49.. Ross, Robert D. (1977) The Management of Public Relations, John Wiley and Sons, U.S.A.</p> <ul style="list-style-type: none"> ● Sadri Sorab, Sinha Arun and Bonnerjee peter (1998) Business Ethics: Concepts and Cases Tata McGraw Hill Public Company Limited ● Shekhar, R.C (1997) Ethical Choices in Business Response Books ● Stephenson, James (1988) Principles and Practice of Commercial Correspondence, Pilman and Sons Ltd. London. ● 53.. Shurter, Robert L. (1971) Written Communication in Business, McGraw Hill, Tokyo
--	---

FY BMS	Semester II (Theory)
RJCUBMS205 Community Building and Corporate Governance	<ul style="list-style-type: none"> ● Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2nd Edition ● C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010 ● Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition ● Richard T DeGeorge, Business Ethics, Pearson, 7th Edition ● Corporate Social Responsibility (CSR), Corporate Governance, Sustainable Development and Corporate Ethics/Business Ethics, Prof. (Dr.) C. U. Saraf, Himalaya Publishing House, 2018 ● Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008 ● S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010 ● Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

FY BMS	Semester II (Practical)
RJCUBMS206 Introduction to Cost Accounting	<ul style="list-style-type: none"> ● Cost Accounting-Principles and Practice; Arora M.N: Vikas, New Delhi. ● Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi. ● Principles of Management Accounting; Anthony Robert, Reece, et at: Richard D. Irwin Inc. Illinois. ● Cost Accounting - A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar: New Delhi

FY BMS	Semester II (Theory)
RJCUBMS207 Principles of Management	<ul style="list-style-type: none"> ● Principles of Management , Ramasamy , Himalya Publication , Mumbai ● Principles of Management , Tripathi Reddy , Tata Mc Grew Hill ● Management Text & Cases , VSP Rao , Excel Books, Delhi ● Management Concepts and OB , P S Rao & N V Shah , Ajab Pustakalaya ● Essentials of Management , Koontz II & W , Mc. Grew Hill , New York ● Principles of Management-Text and Cases –Dr.M.Sakthivel Murugan,

	New Age Publications
--	----------------------

Scheme of Examinations

1. Two Internals of 20 marks each. Duration 30 min for each.
2. One External (Semester End Examination) of 60 marks. Duration: 2 hours.
3. Minimum marks for passing Semester End Theory and Practical Exam is 40 %.
4. Students must appear at least one of the two Internal Tests to be eligible for the Semester End Examination.
5. For any KT examinations, there shall be ODD-ODD/EVEN-EVEN pattern followed.
6. HOD's decision, in consultation with the Principal, shall remain final and abiding to all.

F.Y.B.M.S. Syllabus Semester I & II

Evaluation and Assessment

Evaluation: Total marks per course - 100

CIA- 40 marks

CIA 1: Written test -20 marks

CIA 2: Written Test / Assignment /Presentation/ Group Discussion/ Role Play/ Report -20 marks

Semester End Examination – 60 marks

Question paper covering all units

Mapping of the course to employability/ Entrepreneurship/skill development

Course Name	Course Code	Unit No. and Topics	Focus Area
Introduction to Financial accounts	RJCUBMS1 01	Unit I Introduction To Accounting	Employability and Entrepreneurship
		Unit II Accounting Transactions	Employability and Entrepreneurship
		Unit III Depreciation Accounting And Trial Balance	Employability and Entrepreneurship
		Unit IV Final Accounts	Employability and Entrepreneurship
		Unit V Financial Statement Analysis	Employability, Entrepreneurship and Skill development
Business Law	RJCUBMS1 02	Unit I Contract Act,1872 Sale of Goods Act,1930	Negotiation Skill
		Unit II Negotiable Instrument Act,1981 Consumer Protection Act, 1986	Employability Skill & Entrepreneurship Skill
		Unit III Company Law	Employability & Entrepreneurship Skill
		Unit IV Intellectual Property Rights (IPR)	Employability & Entrepreneurship Skill
Business Statistics	RJCUBMS1 03	Unit I Introduction to Statistics and Measures of Central Tendency	Analytical Skill development and employability
		Unit II Measures of Dispersion, Co-Relation and Linear Regression	Analytical Skill development (Decision making, estimation), basic ideas of graph plotting, how to build statistical models of relationships for better understanding.
		Unit III Time series and Index numbers	Entrepreneurship and decision making

F.Y.B.M.S. Syllabus Semester I & II

		Unit IV Probability and Decision Theory	Entrepreneurship and decision making
Business Communication I	RJCUBMS1 04	Unit I Theory of Communication	Analytical skills & Skill development
		Unit II Obstacles to Communication in Business World	Evaluative skills, Application skills, Skill development & Persuasive skills
		Unit III Business Correspondence	Skill development (Content drafting) & Language Building
		Unit IV Language and Writing Skills	Language building, Skill development (drafting) & Employability
New trends in environmental management	RJCUBMS1 05	Unit I Introduction to Environmental Management	SKILL DEVELOPMENT (Knowledge / awareness
		Unit II Introduction to Innovation	Entrepreneurship (analytical skills)
		Unit III Disaster Management	Entrepreneurship and skill development
		Unit IV Global Environmental Concerns and Planning of Settlements	Employability and Entrepreneurship
Foundation of Human Skills	RJCUBMS1 06	Unit I Understanding of Human Nature	Analytical skill wrt human behavior
		Unit II Introduction to Group Behaviour	Team spirit, Conflict management skills,
		Unit III Organizational Culture and Motivation at Workplace	Adaptation skills Motivating skills
		Unit IV Organisational Change, Creativity & Development and Work Stress	Entrepreneurial skills
Business Economics I	RJCUBMS1 07	Unit I Introduction to Business Economics	Skill Development (Knowledge / awareness)

F.Y.B.M.S. Syllabus Semester I & II

		Unit II Demand Analysis	Employability and Skill Development (Knowledge Enhancement/ awareness)
		Unit III Supply and Production decisions	Employability and Skill Development (Knowledge Enhancement/ awareness)
		Unit IV Market structure	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
		Unit V Pricing Practices	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
Principles of marketing	RJCUBMS2 01	Unit Introduction to Marketing	Employability & Entrepreneurship Skill
		Unit II Marketing Environment, Research and Consumer Behaviour	Entrepreneurship
		Unit III Marketing Mix	Skill Development, Entrepreneurship development
		Unit IV Segmentation, Targeting and Positioning and Trends In Marketing	Marketing skill development, Entrepreneurship
Industrial Law	RJCUBMS2 02	Unit I Law related to Industrial Relation	Employability Skill Negotiation Skill
		Unit II Law related to Health, Safety and Welfare	Employability & Entrepreneurship Skill Employability Skill
		Unit III Social Legislation	Employability & Entrepreneurship Skill
		Unit IV law related to Compensation Management	Negotiation & Entrepreneurship Skill Negotiation & Entrepreneurship Employability &

F.Y.B.M.S. Syllabus Semester I & II

			Entrepreneurship Skill
Business Mathematics	RJCUBMS2 03	Unit I Elementary Financial Mathematics	Employability entrepreneurship Analytical skill development
		Unit II Matrices and Determinants	Entrepreneurship Analytical skill development
		Unit III Derivatives and Applications of derivatives	Entrepreneurship Analytical skill development
		Unit IV Numerical Analysis	Analytical skill development and Decision making
Business Communication II	RJCUBMS2 04	Unit I Presentation Skills	Skill development, Aesthetic skills, Public speaking & Persuasive skills
		Unit II Group Communication	Skills development, Personal Grooming, Aesthetic skills, Presentation skills in formal situations, Persuasive skills & Employability
		Unit III Business Correspondence	Theoretical knowledge, Content development, Language enhancement, Skill development (content drafting) & Language building
		Unit IV Language and Writing Skills	Theoretical knowledge, Content development, Skill development (content drafting) & Persuasive skills (written form)
Community Building and Corporate Governance	RJCUBMS2 05	Unit I Introduction to Community Building and Development	Entrepreneurship (team work)
		Unit II Social Legislation	Entrepreneurship
		Unit III Business Ethics and Corporate Social Responsibility	Entrepreneurship
		Unit IV Indian Constitution – An Overview	Skill development

F.Y.B.M.S. Syllabus Semester I & II

Introduction to Cost Accounting	RJCUBMS2 06	Unit I Introduction	Accounting skill/Analytical skill
		Unit II Elements of Cost	Employability /Analytical skill
		Unit III Cost Projection	Accounting skill/Analytical skill
		Unit IV Emerging Cost Concepts	Entrepreneurship/ Employability / Analytical skill
Principles of Management	RJCUBMS2 07	Unit I Nature of Management	Basic managerial skills, Employability skills
		Unit II Planning & Decision Making	Entrepreneurial skills
		Unit III Organizing	Organizing skills and entrepreneurial skills
		Unit IV Directing, Leadership, Co-ordination & Controlling	Leadership skills, skill on social responsibility

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**



Hindi Vidya Prachar Samiti's

Ramniranjan Jhunjhunwala College

of Arts, Science & Commerce

(Autonomous College)

Affiliated to

UNIVERSITY OF MUMBAI

Refer to page nos: 03, 04, 05 and 06

Syllabus for the
S.Y.B.M.S Program:
B.M.S

**highlighting component
of Research Project**

Program Code: RJCUBMS

(CBCS 2022-2023)

Preamble

Why BMS?

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

Why BMS at RJ College?

The BMS department was introduced in the year 1999 and since its inception there is no turning back with lots of innovative methods in grooming the future managers and entrepreneurs.. Our strength is our teaching faculties comprising both core and full time faculties with good industry exposure. We not only train the learners in theoretical knowledge but also give them a wide industrial exposure by motivating the students to take up internships and arranging industrial visits for all the three years.

To be more employable and saleable in the job market we take up initiatives to develop the language proficiency of the learners.. Students are motivated to participate in various intra collegiate and intercollegiate competitions.. Opportunities are provided to make projects and presentations.. Emphasis is on following the case study pedagogy for developing the managerial and leadership skills.

The Rotaract Club of RJ College is managed by the BMS department which contributes towards the Personality Development of the students. It also gives them a wide international exposure and extensive networking. The club is also instrumental in making the students more humanitarian, ethical and a good human being through community services.

Our Curriculum, Your Strength

The curriculum is designed in such a way that it helps the students to develop cognizance of the importance of management principles. The curriculum takes the learners not only through the journey of management and leadership functions but also focuses on their moral and ethical development. It also paves a path for the students to decide on their area of specialization (Finance, Marketing, Human Resource Management) in the field of management.

The curriculum would evolve the learner to be more innovative and creative in the field of management and more importantly the area of specialization that they have chosen. It would also give an opportunity to the learners to explore the entrepreneurial avenues.

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

DISTRIBUTION OF TOPICS AND

CREDITS SY BMS SEMESTER – III

S.Y.BMS SEMESTER III - Elective Course (Finance)

Course	Nomenclature	Credits	Topics
RJCUBMS301A	Basics of Financial Services	3	1. Financial System 2. Commercial Banks, RBI And Development Banks 3. Insurance 4. Mutual Funds
RJCUBMS302A	Corporate Finance	3	1. Introduction 2. Capital Structure and Leverage 3. Time Value of Money 4. Mobilisation of Funds

S.Y.BMS SEMESTER III - Elective Course (Marketing)

Course	Nomenclature	Credits	Topics
RJCUBMS301B	Consumer Behaviour	3	1. Introduction To Consumer Behaviour 2. Individual- Determinants of Consumer Behaviour 3. Environmental Determinants of Consumer Behaviour 4. Consumer decision making models and New Trends
RJCUBMS302B	Advertising	3	1. Introduction to Advertising 2. Strategy and Planning Process in Advertising 3. Creativity in Advertising 4. Budget, Evaluation, Current trends and careers in Advertising

S.Y.BMS SEMESTER III - Elective Course (Human Resource)

4. Human Resource Management - II

S.Y.BMS SEMESTER III - Core Course

Course	Nomenclature	Credits	Topics
RJCUBMS303	Business Planning & Entrepreneurial Management	3	<ol style="list-style-type: none"> 1. Foundations of Entrepreneurship Development 2. Types & Classification Of Entrepreneurs 3. Entrepreneur Project Development & Business Plan 4. Venture Development
RJCUBMS304	Accounting for Managerial Decisions	3	<ol style="list-style-type: none"> 1. Analysis and Interpretation of Financial statements 2. Ratio analysis and Interpretation 3. Cash flow statement 4. Working capital
RJCUBMS305	Strategic Management	3	<ol style="list-style-type: none"> 1. Introduction 2. Strategy Formulation 3. Strategic Implementation 4. Strategic Evaluation & Control

S.Y.BMS SEMESTER III – Ability Enhancement Course (AEC)

Course	Nomenclature	Credits	Topics
RJCUBMS306	Information Technology in Business Management - I	3	<ol style="list-style-type: none"> 1. Introduction to IT Support in Management 2. Office Automation using MS-Office 3. Email, Internet and its Applications 4. E-Security

S.Y.BMS SEMESTER III – Skill Enhancement Course (SEC)

Course	Nomenclature	Credits	Topics
RJCUBMS307	Leadership Development	2	<ol style="list-style-type: none"> 1. Introduction 2. Motivation Strategies 3. Leadership Skill and Conflict Management 4. Leadership with respect to Diverse Workforce 5. Mentoring & Case Studies

SY BMS SEMESTER – IV

S.Y.BMS SEMESTER IV - Elective Course (Finance)

Course	Nomenclature	Credits	Topics
RJCUBMS401A	Auditing	3	<ol style="list-style-type: none"> 1. Introduction to Auditing 2. Audit Planning, Procedures and Documentation 3. Auditing Techniques and Internal Audit Introduction 4. Auditing Techniques: Vouching & Verification
RJCUBMS402A	Strategic Cost Management	3	<ol style="list-style-type: none"> 1. Introduction to Strategic Cost Management (Only Theory) 2. Activity Based Costing 3. Strategic Cost Management performance assessment (Only theory) 4. Variance Analysis & Responsibility Accounting (Practical Problems)

S.Y.BMS SEMESTER IV - Elective Course (Marketing)

Course	Nomenclature	Credits	Topics
RJCUBMS401B	Integrated Marketing Communication	3	<ol style="list-style-type: none"> 1. Introduction to Integrated Marketing Communication 2. Elements of IMC – I 3. Elements of IMC – II 4. Evaluation & Ethics in Marketing Communication
RJCUBMS402B	Rural Marketing	3	<ol style="list-style-type: none"> 1. Introduction 2. Rural Market 3. Rural Marketing Mix 4. Rural Marketing Strategies

S.Y.BMS SEMESTER IV - Elective Course (Human Resource)

Course	Nomenclature	Credits	Topics
RJCUBMS401C	Training & Development in HRM	3	<ol style="list-style-type: none"> 1. Overview of Training 2. Overview of development 3. Concept of Management development 4. Performance measurement, Talen management & Knowledge management

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

RJCUBMS402C	Change Management	3	<ol style="list-style-type: none"> 1. Introduction 2. Impact of Change 3. Resistance to Change 4. Effective Implementation of Change
--------------------	-------------------	---	--

S.Y.BMS SEMESTER IV - Core Course

Course	Nomenclature	Credits	Topics
RJCUBMS403	Business Economics-II	3	<ol style="list-style-type: none"> 1. Introduction to Macroeconomic Data and Theory 2. Money, Inflation and Monetary Policy 3. Constituents of Fiscal Policy 4. Open Economy : Theory and Issues of International Trade
RJCUBMS404	Business Research Methods	3	<ol style="list-style-type: none"> 1. Introduction to business research methods 2. Data collection and Processing 3. Data analysis and Interpretation 4. Advanced techniques in Report Writing
RJCUBMS405	Production & Total Quality Management	3	<ol style="list-style-type: none"> 1. Production Management 2. Materials Management 3. Basics Of Productivity & TQM 4. Quality Improvement Strategies & Certifications

S.Y.BMS SEMESTER IV – Ability Enhancement Course (AEC)

Course	Nomenclature	Credits	Topics
RJCUBMS406	Information Technology in Business Management - II	3	<ol style="list-style-type: none"> 1. Cloud computing 2. Tally 3. Introduction to databases and RDBMS using Oracle 4. Outsourcing

S.Y.BMS SEMESTER IV – Skill Enhancement Course (SEC)

Course	Nomenclature	Credits	Topics
RJCUBMS407	Innovation Management	2	<ol style="list-style-type: none"> 1. Introduction 2. Open Innovation and Developing an Innovative Culture 3. Design Thinking 4. Innovation in Different Sectors

S.Y.BMS SEMESTER III - Elective Course (Finance)

SEMESTER III (PRACTICAL)		L	Cr
Subject: Basics of Financial Services	Paper Code: RJCUBMS301A	60	3
UNIT I		15	
Financial System			
<ul style="list-style-type: none"> 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). 			
UNIT II		20	
Commercial Banks, RBI And Development Banks			
<ul style="list-style-type: none"> Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms. Reserve Bank of India-Organisation & Management, Role And Functions Development Banks-Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks. 			
UNIT III		15	
Insurance			
<ul style="list-style-type: none"> 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 			
UNIT IV		10	
Mutual Funds			
<ul style="list-style-type: none"> 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. 			

SY BMS	Semester III (Practical)
---------------	---------------------------------

RJCUBMS301A Basics of Financial Services	Course Outcomes: Commerce <ul style="list-style-type: none">• The course aims at explaining the core concepts of business finance and its importance in managing a business.• The objectives of develop a conceptual frame work of finance function and to
--	--

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

	<p>acquaint the participants with the tools, types, instruments of financial system in the realm of Indian financial markets.</p> <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● Learn about Financial System of Country● Understand function of banks and regulations● Knowledge about insurance and it's types● Knowledge about Mutual fund and it's schemes and risks associated with mutual funds.
--	---

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

SEMESTER III (PRACTICAL)		L	Cr
Subject: Corporate Finance	Paper Code: RJCUBMS302A	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. Introduction to ownership securities– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities. 			
UNIT II		15	
Capital Structure and Leverage			
<ul style="list-style-type: none"> Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage. 			
UNIT III		15	
Time Value of Money			
<ul style="list-style-type: none"> Introduction to Time Value of Money – compounding and discounting Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return) Importance of Risk and Return analysis in Corporate Finance 			
UNIT IV		15	
Mobilisation of Funds			
<ul style="list-style-type: none"> Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's. Foreign capital and collaborations, Foreign direct Investment (FDI) Emerging trends in FDI Global Depository Receipts, Policy development, Capital flows and Equity Debt. Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring 			

SY BMS	Semester III (Practical)
RJCUBMS302A Corporate Finance	Course Outcomes: <ul style="list-style-type: none"> Sources of finance in corporate Importance to manage businesses with different tools and techniques.

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

- Take a part in financial decision making
- Know about corporate markets
- Understand Valuation of assets

Learning Outcomes:

- Different types of finance which use in corporate level.
- Risk which involve in operation and capital of the firm.
- It help to understand the running projects is given output is positive or negative as per the investment.
- Basic knowledge of Indian financial system & regulation.

S.Y.BMS SEMESTER III - Elective Course (Marketing)

SEMESTER III (THEORY)		L	Cr
Subject: Consumer Behaviour	Paper Code: RJCUBMS301B	60	3
UNIT I		14	
Introduction To Consumer Behaviour			
<ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features and Importance • Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour • Profiling the consumer and understanding their needs • Consumer Involvement • Application of Consumer Behaviour knowledge in Marketing • Consumer Decision Making Process and Determinants of Buyer • Behaviour, factors affecting each stage, and Need recognition. 			
UNIT II		16	
Individual- Determinants of Consumer Behaviour			
<ul style="list-style-type: none"> • Consumer Needs & Motivation (Theories - Maslow, Mc Cleland). • Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification. • Self Concept – Concept • Consumer Perception • Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude • Formation & Change. • Attitude - Concept of attitude 			
UNIT III		15	
Environmental Determinants of Consumer Behaviour			
<ul style="list-style-type: none"> • Family Influences on Buyer Behaviour, • Roles of different members, needs perceived and evaluation rules. • Factors affecting the need of the family, family life cycle stage and size. • Social Class and Influences. • Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process. • Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system. 			
UNIT IV		15	
Consumer decision making models and New Trends			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

<ul style="list-style-type: none"> • Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making • Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decisio process, Innovator profiles • E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influence on E-buying • The Global CB & online buying behaviour - consumer habits & perception of emerging non-store choice - Research & application of consumer response to direct marketing approach; 		
---	--	--

SY BMS	Semester III (Theory)
RJCUBMS301B Consumer Behaviour	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To understand the types of consumers ● To understand the consumer's decision making process ● To Understand & Analyse Consumer Information ● To Understand various Marketing strategies. ● To Understand E-buying behaviour & marketing strategies to be adopted for E-buying <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The Learner understands various types of consumers & how marketing mix & process's work for them. ● The Learner understands more of E-buying behaviour for retail & Individual consumers. ● The Learner understands how culture & subculture, status, Family stages affect their decision making.

Hindi Vidya Prachar Samiti's Ramniranjan Jhunjunwala College of Arts, Science & Commerce

SEMESTER III (THEORY)		L	Cr
Subject: Advertising	Paper Code: RJCUBMS302B	60	3
UNIT I		15	
Introduction to Advertising			
<ul style="list-style-type: none"> • Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising • Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising • Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance • 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 • Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising 			
UNIT II		15	
Strategy and Planning Process in Advertising			
<ul style="list-style-type: none"> • Advertising Planning process & 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 • Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC • Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation. 			
UNIT III		15	
Creativity in Advertising			
<ul style="list-style-type: none"> • 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. • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc – • Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music) • Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness 			

<ul style="list-style-type: none"> • 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 		
UNIT IV	15	
Budget, Evaluation, Current trends and careers in Advertising		
<ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting • 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 • 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 • 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 		

SY BMS	Semester III (Theory)
RJCUBMS302B Advertising	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • To understand and examine the growing importance of advertising. • To understand the construction of an effective advertisement. • To understand the role of advertising in contemporary scenario. • To understand the future and career in advertising.
	<p><u>Learning Outcome:</u></p> <p>Upon successful completion of Advertising, the student will be able to:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the overall role advertising plays in the business world. • Demonstrate an understanding of advertising strategies and budgets. • Identify and understand the various advertising media. • Identify the role account management, research, creative, and the media department play in a full-service advertising agency and the full-time positions available in each. • Target mass and niche audiences via audience research to create an advertising plan. • Utilize persuasion theories and advertising strategies when developing an advertising strategy.

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunhunwala College of Arts, Science & Commerce**

	<ul style="list-style-type: none">• Assess an organization's advertising needs and recommend solutions that can be carried out via social media. Create an advertising campaign.
--	--

S.Y.BMS SEMESTER III - Elective Course (Human Resource)

SEMESTER III (THEORY)		L	Cr
Subject: Employee Relation & Welfare	Paper Code: RJCUBMS301C	60	3
UNIT I		15	
Overview of Employee Relations and Collective Bargaining			
<ul style="list-style-type: none"> • Employee Relations - Meaning, Scope, Elements of Employee Relations, Role of HR in Employee Relations • Employee Relation Policies – Meaning and Scope. • Ways to Improve Employee Relations • Collective Bargaining – 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 • Collective Bargaining Strategies - Parallel or Pattern Bargaining, Multi-employer or Coalition Bargaining, Multi-unit or Coordinated Bargaining, and Single-unit Bargaining • Current Trends in Collective Bargaining 			
UNIT II		15	
Overview of Employee Welfare			
<ul style="list-style-type: none"> • Meaning, Need for Employee Welfare, Principles of Employee/ Labour Welfare, Scope for Employee/ Labour Welfare in India, Types of Welfare Services – Individual and Group. • Historical Development of Employee/ Labour Welfare in India – Pre and Post-Independence, Employee/ Labour Welfare Practices in India • Approaches to Employee/ Labour Welfare – Paternalistic, Atomistic, Mechanistic, Humanistic approach • Theories of Employee Welfare–Policing Theory, Religion Theory, Philanthropic Theory, Trusteeship Theory, Public Relations Theory, Functional Theory • Administration of Welfare Facilities – Welfare Policy, Organisation of Welfare, Assessment of Effectiveness. 			
UNIT III		15	
Welfare and Work Environment Management			
<ul style="list-style-type: none"> • Agencies for Labour Welfare – Central Government, State Government, Employers, Trade Union • Women Welfare - Meaning, Need for women welfare, Provision of Factories Act as applicable for women welfare • Responsibility of Employers towards labour welfare • Work Environment Management – 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 			

• Accidents and Safety Issues at Workplace – Safety, Safety Culture		
UNIT IV	15	
Workers Participation and Employee Grievance		
<ul style="list-style-type: none"> • Workers Participation in Management – Concept, Pre-requisites, forms & levels of participation, Benefit of Workers Participation in Management, Importance of employee stock option plans as a method of participation. • Employee Grievance – Meaning, Features, Causes and Effects of Employee Grievances, Employee Grievance Handling Procedure, Effective Ways of Handling Grievance • Role of Industrial Relations Manager in Promoting & Establishing Peaceful Employee Relations • Employee Discipline : Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its enforcement 		

SY BMS	Semester III (Theory)
RJCUBMS301C Employees Relations & Welfare	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • To Understand the Nature & Importance of Employees Relation in an Organisation • To Understand the importance of Collective Bargaining • To Understand the causes & effect of Employee grievances & ways to resolve the same. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The Learners understand the importance of Employee Welfare. • The Learners understand the importance causes & effect of Employees grievances & way to resolve them.

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

SEMESTER III (THEORY)		L	Cr
Subject: Organisation Behaviour & HRM	Paper Code: RJCUBMS302C	60	3
UNIT I		12	
Organisational Behaviour I			
<ul style="list-style-type: none"> • Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB • Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture & Climate • Individual and Group Behaviour-OB models–Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB • Human Relations and Organizational Behaviour 			
UNIT II		13	
Organisational Behaviour II			
<ul style="list-style-type: none"> • Managing Communication: Conflict management techniques. • Time management strategies. • Learning Organization and Organizational Design • Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing 			
UNIT III		17	
Human Resource Management-I			
<ul style="list-style-type: none"> • HRM-Meaning, objectives, scope and functions • HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies • HRD-Concept ,meaning, objectives, HRD functions 			
UNIT IV		18	
Human Resource Management-II			
<ul style="list-style-type: none"> • Performance Appraisal: concept, process, methods and problems, KRA'S • Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits. • Career planning-concept of career Planning, Career stages and carrier planning 			

SY BMS	Semester III (Theory)
RJCUBMS302C Organisation Behaviour & HRM	Course Outcome: <ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none">● The course aims to give a comprehensive overview of Organization Behaviour as a separate area of management.● To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management & OB.● The Learners understand about their own personalities, maintain their attitude & perception towards the organization● The learners understand the importance of work in a team, maintenance of organisation culture.● The learners understand as to how to keep themselves and other motivated & ways to handle stress. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● Learners will get an insight on the various aspects of human behaviour and an understanding of implementing the strategies for the best utilisation of the same.● Learners will learn the different functions of human resource management and an in-depth understanding of the implementation of these functions in the actual organisational environment.● They will be honed with the practical aspects of HR functionalities through solving cases.
--	--

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

SEMESTER III (THEORY)		L	Cr
Subject: Business Planning & Entrepreneurial Management	Paper Code: RJCUBMS303	60	3
UNIT I		15	
Foundations of Entrepreneurship Development			
<ul style="list-style-type: none"> • Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development, Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities, Characteristics and qualities of entrepreneur • Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen • External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development. 			
UNIT II		15	
Types & Classification Of Entrepreneurs			
<ul style="list-style-type: none"> • Intrapreneur – Concept and Development of Intrapreneurship • Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group • Social entrepreneurship – concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's. • Entrepreneurial development Program (EDP) – concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A) 			
UNIT III		15	
Entrepreneur Project Development & Business Plan			
<ul style="list-style-type: none"> • Innovation, Invention, Creativity, Business Idea, Opportunities through change. • Idea generation – Sources – Development of product / idea, • Environmental scanning and SWOT analysis • Creating Entrepreneurial Venture – Entrepreneurship Development Cycle • Business Planning Process – The business plan as an Entrepreneurial tool, scope and value of Business plan. • Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership, • Critical Risk Contingencies of the proposal, Scheduling and milestones. • Elements of Business Plan, objectives, market and feasibility analysis, marketing, finance, organisation and management, operations & logistics & SCM 			
UNIT IV		15	
Venture Development			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

<ul style="list-style-type: none"> • Steps involved in starting of Venture • Institutional support to an Entrepreneur • Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects • Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance. • New trends in entrepreneurship • Ventrure development in start –ups 		
---	--	--

SY BMS	Semester III (Theory)
RJCUBMS303 Business Planning & Entrepreneurial Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers. • To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Learner will inculcate the basic understanding of entrepreneurial aspects with respect to the qualities, and different types of entrepreneurs.

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

SEMESTER III (PRACTICAL)		L	Cr
Subject: Accounting for Managerial Decisions	Paper Code: RJCUBMS304	60	3
UNIT I		15	
Analysis and Interpretation of Financial statements			
<ul style="list-style-type: none"> • Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies • Vertical Form of Balance Sheet and Profit & Loss A/c-Trend • Analysis, Comparative Statement & Common Size. 			
UNIT II		15	
Ratio analysis and Interpretation			
<ul style="list-style-type: none"> • Ratio analysis and Interpretation(based on vertical form of financial statements)including conventional and functional classification restricted to: • Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio. • Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio • Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio, • Different modes of expressing ratios:-Rate, Ratio, Percentage, Number. Limitations of the use of Ratios 			
UNIT III		15	
Cash flow statement			
<ul style="list-style-type: none"> • Preparation of cash flow statement(Accounting Standard-3(revised)) 			
UNIT IV		15	
Working capital			
<ul style="list-style-type: none"> • Working capital-Concept, Estimation of requirements in case of Trading & Manufacturing Organizations. • Receivables management-Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule] 			

SY BMS	Semester III (Practical)
RJCUBMS304 Accounting for Managerial	Course Outcomes: <ul style="list-style-type: none"> • To acquaint management learners with basic accounting fundamentals. • To develop financial analysis skills among learners.

Decisions	<ul style="list-style-type: none">● The course aims at explaining the core concepts of business finance and its importance in managing a business● The maintenance of systematic record of all financial transaction in the book of account is the primary objective of accounting.● After successful completion of the course student will be able to apply or analyse various techniques to various domains concerned with Accounting based applications and solutions. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● Prepare financial statements in accordance with Generally Accepted Accounting Principles.● Effectively define the needs of the various users of accounting data● Demonstrate the ability to communicate such data effectively● Apply knowledge of business concepts, quantitative analysis tools and problem-solving methodologies.● Analyse financial data to support business decisions and assessment of business strategies.● Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.
-----------	---

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

SEMESTER III (THEORY)		L	Cr
Subject: Strategic Management	Paper Code: RJCUBMS305	60	3
UNIT I		12	
Introduction			
<ul style="list-style-type: none"> • Business Policy-Meaning, Nature, Importance • Strategy-Meaning, Definition • Strategic Management-Meaning, Definition, Importance, Strategic management • Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) • Strategic Intent-Mission, Vision, Goals, Objective, Plans 			
UNIT II		16	
Strategy Formulation			
<ul style="list-style-type: none"> • Environment Analysis and Scanning(SWOT) • Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization) • Business Level Strategy(Cost Leadership, Differentiation, Focus) • Functional Level Strategy(R&D, HR, Finance, Marketing, Production) 			
UNIT III		18	
Strategic Implementation			
<ul style="list-style-type: none"> • Models of Strategy making. • Strategic Analysis& Choices &Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S Frame Work • Implementation: Meaning, Steps and implementation at Project, Process, Structural ,Behavioural ,Functional level. 			
UNIT IV		14	
Strategic Evaluation & Control			
<ul style="list-style-type: none"> • Strategic Evaluation & Control– Meaning, Steps of Evaluation & Techniques of Control • Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. • Change Management– Elementary Concept 			

SY BMS	Semester III (Theory)
RJCUBMS305 Strategic Management	<p>Course Outcomes:</p> <ul style="list-style-type: none"> • The objective of this course is to learn the management policies and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world. • The focus is to critically examine the management of the entire enterprise from the Top Management view points.

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

	<ul style="list-style-type: none">● 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.. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● Course is designed to develop strategic decision making skills in the students and make them capable to face the stiff competitions in business.● Equip students to deal with the organizing ability for decision making in the rapidly changing global business environment.● To empower students for survival with the strategic thinking and decision making abilities, especially in relation to understanding the employability of various strategies in different situations.
--	--

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

SEMESTER III (THEORY & PRACTICAL)		L	Cr
Subject: Information Technology in Business Management - I	Paper Code: RJCUBMS306	60	3
UNIT I		12	
Introduction to IT Support in Management			
<ul style="list-style-type: none"> • Information Technology concepts, Concept of Data, Information and Knowledge, Concept of Database • Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) <ul style="list-style-type: none"> • Types of CBIS - brief descriptions and their interrelationships/hierarchies • Office Automation System(OAS) • Transaction Processing System(TPS) • Management Information System(MIS) • Decision Support Systems (DSS) • Executive Information System(EIS) • Knowledge based system, Expert system • Success and Failure of Information Technology. Failures of Nike and AT&T • IT Development Trends: Major areas of IT Applications in Management • Concept of Digital Economy and Digital Organization. • IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS) 			
UNIT II		13	
Office Automation using MS-Office			
<ul style="list-style-type: none"> • Learn Word: Creating/Saving of Document ,Editing and Formatting Features Designing a title page, Preparing Index,Use of SmartArt, Cross Reference, Bookmark and Hyperlink, Mail Merge Feature. • Spreadsheet application (e.g. MS-Excel/openoffice.org): Creating/Saving and editing spreadsheets, Drawing charts, Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical, Using Advanced Functions : Use of VLookup/HLookup, Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver, • Presentation Software: Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations, Rehearsal of presentation 			
UNIT III		17	
Email, Internet and its Applications			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

<ul style="list-style-type: none"> • Introduction to Email: Writing professional emails, Creating digitally signed documents, • Use of Outlook: Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook, Emailing the merged documents, Introduction to Bulk Email software. • Internet: 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 • DNS Basics: Domain Name Registration, Hosting Basics. • Emergence of E-commerce and M-Commerce: 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. 		
UNIT IV	18	
E-Security		
<ul style="list-style-type: none"> • Threats to Computer systems and control measures: <ul style="list-style-type: none"> • Types of threats - Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism), Threat Management , • IT Risk: Definition, Measuring IT Risk, Risk Mitigation and Management • Information Systems Security • Security on the internet: Network and website security risks, Website Hacking and Issues therein, Security and Email • E-Business Risk Management Issues • Firewall concept and component, Benefits of Firewall • Understanding and defining Enterprise wide security framework • Information Security Environment in India with respect to real Time Application in Business <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Threat Hunting Software 		

SY BMS	Semester III (Theory & Practical)
RJCUBMS306 Information Technology in Business Management - I	<p>Course Outcomes:</p> <ul style="list-style-type: none"> • To learn basic concepts of Information Technology, its support and role in Management, for managers • Module II comprises of practical hands on training required for office automation. It is expected to have practical sessions of latest MS-Office software • To understand basic concepts of Email, Internet and websites, domains and security therein • To recognize security aspects of IT in business, highlighting electronic

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

transactions, advanced security features

Learning Outcome:

- The students will be able to learn basic concepts of Email, Internet and websites, domains and security
- the learner would able to recognize security aspects of IT in business, highlighting electronic transactions, advanced security features
- The learner will be gain knowledge for office automation. It is expected to have practical sessions of latest MS-Office software

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

SEMESTER III (THEORY)		L	Cr
Subject: Leadership Development	Paper Code: RJCUBMS307	60	2
UNIT I		12	
Introduction			
<ul style="list-style-type: none"> ● Leadership–Basic Definition,qualities of a leader. ● Trait theory and styles of leadership ● Theories on Leadership 			
UNIT II		11	
Environment degradation			
<ul style="list-style-type: none"> ● Motivation Strategies Wrt Motivation Theories ● Emotional Intelligence And Its Significance In The ● Role of a leader ● Leadership And Team building 			
UNIT III		11	
Leadership Skill and Conflict Management			
<ul style="list-style-type: none"> ● Leadership Skills And Conflict Management ● Creative leadership.Influence on the creative ● potential of workgroups and teams;formation of ● innovative climate in organizations. ● Leadership In Crisis 			
UNIT IV		11	
Leadership w.r.t Managing A Diverse Workforce			
<ul style="list-style-type: none"> ● Leadership w.r.t Managing A Diverse Workforce, cross cultural dynamics,diverse team and change ● Creating A Safe And Healthy Work Environment 			
UNIT V			
Mentoring			
<ul style="list-style-type: none"> ● Mentoring A Tool Towards Leadership Development Leadership In 21th Century In Terms Of Developing women leaders, developing policies for LGBTQ community, Green Management By Overcoming All challenges. ● CaseStudy ● Assignment On Analysing Successful Leaders In terms of their leadership styles, skills and success stories. 			

SY BMS	Semester III (Theory)
---------------	------------------------------

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

RJCUBMS307 Leadership Development	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">● The objective of this course is to learn the leadership qualities and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world.● The focus is to critically examine the management of the entire enterprise from the Top Management view points.● This course deals with corporate level Policy & motivation strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● Course is designed to develop leadership qualities in the students and make them capable to face the stiff competitions in business.● Equip students to deal with the organizing ability for decision making in the rapidly changing global business environment.● To empower students for survival with the strategic thinking and decision making abilities, especially in relation to understanding the employability of various strategies in different situations
---	---

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

DISCIPLINE SPECIFIC ELECTIVES

Sem-III

RJCUBMSDSE1

Course: Company Analysis: Qualitative and Quantitative Dimensions

Theory Lectures: 30

Credit: 02

Course Outcome:

1. To provide the students with basic understanding of the businesses and business models.
2. To provide the students different ways to analyze qualitative and quantitative dimensions of Company Analysis.
3. To provide the students to understand the quality of a business using quantitative analysis.

Learning Outcome:

1. To learn about how qualitative and quantitative dimensions of company used while analysis of companies.
2. To develop critical understanding of the different practices associated with company analysis.
3. To know the various sources of information for carrying out company analysis.

Module		Details	Lectures
1	Company Analysis - Qualitative Dimensions	1.1 Understand the businesses and business models 1.2 Analyze a company's competitive advantages or points of differentiation over the competitors 1.3 Know the SWOT Analysis 1.4 Discuss the importance of quality of management, independent directors and good governance standards 1.5 Analyze the pricing power of a business and its ability to sustain this power 1.6 List critical business drivers or success factors for a business entity 1.7 Learn to understand the risks in the business of a company 1.8 Understand the importance of compliance orientation of the company and the need for documentation of company's previous guidance versus the actual performance 1.9 Know various sources of Information for carrying out company analysis	15
2	Company Analysis - Quantitative Dimensions	2.1 Understand the importance of studying the historical performance of a company and discuss whether it will be a good indicator for future performance of the company 2.2 Understand the Profit and Loss statement (P/L) of a company 2.3 Understand the basics of Balance Sheet (B/S) of a company 2.4 Understand the Cash Flows of a company 2.5 Know about Contingent Liabilities, Off-balance sheet items, Accounting Policies and Notes to Accounts 2.6 Know the basics of taxation and its effects 2.7 List the important points to be kept in mind while looking at a company's financials 2.8 Understand the quality of a business using quantitative analysis (Understand the computation of profitability ratios, return ratios, leverage ratios, liquidity ratios and efficiency ratios) 2.9 Study a company's history of equity expansion (equity dilution), dividend and earnings history, history of corporate actions and insiders' sales and purchase of stock	15
Total Lectures			30

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

RJCUBMSDSE2

Course: Travel and Tourism - I

Theory Lectures: 30

Credit: 02

Course Outcome:

1. To provide the students with basic understanding of the concepts of Travel and Tourism and Public Relations.
2. To introduce the various elements of PR in Travel and Tourism with various tools and techniques PR (Modern and Traditional)

Learning Outcome:

1. To examine how various elements of Public relations tools are used in Travel and Tourism.
2. To develop critical understanding of the different practices associated with Public Relations in Travel and Tourism Industry
3. To know the various Rules and Regulation of IATA towards Tours and Travels.

Module		Details	Lectures
1	Unit-I	Tourism: Concepts, definitions and historical development. Types of tourists: tourist, traveler, excursionists; Forms of tourism: inbound, outbound, domestic and international. What is Human Resource, Human Resource Management in Travel and Tourism. Recruitment and Selection of Candidate in Travel and Tourism, Training and Development of PR professionals in Travel and Tourism. Etiquettes and Body language for PR professionals in Travel and Tourism.	15
2	Unit-II	What is PR, Definition of PR, Important of PP, Objectives of PR, Process of PR, Work of a PR Manager (role of PR if shortlisted) Role of PR in contemporary society, Scope/functions of PR, Advantage/disadvantage of PR, Types of PR (modern vs traditional), Different tools of PR. PR vs Advertising vs Marketing, Organization of PR for corporates (internal/external) , Examples of PR	15
Total Lectures			30

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

RJCUBMSDSE3

Course: HR Analytics-I

Theory Lectures: 30

Credit: 02

Course Outcome:

1. The learners will develop a basic understanding on the digital transformation of the organization and will also learn as to how to design and apply Artificial Intelligence & Machine Learning within a larger human capital strategy.
2. The learners will be able to Identify and use human resource data in organizations for decision making
3. The learners will be in a position to develop an action plan to drive the use of human resource measurement in organizations.

Module		Details	Lectures
1	Unit I	<ul style="list-style-type: none">● Introduction to Digital Business, Social Mobile Analytics and Cloud (SMAC) Digital HR Transformation Basics● Introduction to HR Analytics, People Analytics & Workforce Analytics HR Analytics & the Organizational Structure Types of Data HR Analytics● Big data, Evidence-based HR, Cost modeling HR data warehousing Data integration Maturity Model, Capability Model, Other Models Dealing with data, Decision tree, Running analytics Case discussion - Heroes of the Taj	12
2	Unit II	<ul style="list-style-type: none">● Talent Acquisition Analytics Analytics for Efficiency, Analytics for Effectiveness, Analytics for Impact, Data Mining Metrics, segmentation and impact, AI and Talent Acquisition Analytics, Google - What Really Worked, Case Discussion● Workload Analytics, Organization Planning & Strategy Aligning HR with Organizational Planning, Optimization of workforce, Lead Time Analysis, Process Optimization, Reducing Manpower Turnover, Staggered Shift Approach, Utilization time, Realization Time	12
3	Unit III	<ul style="list-style-type: none">● Talent Development Analytics , Data Methodology - Triangulation, Effectiveness and Impact, L1 and L2 feedback, Exposure to tool - Results lab, Case, ROI Calculation Training & Attrition cost impact, Case Discussion	6
Total Lectures			30

S.Y.BMS SEMESTER IV - Elective Course (Finance)

SEMESTER IV (THEORY)		L	Cr
Subject: Auditing	Paper Code: RJCUBMS401A	60	3
UNIT I		15	
Introduction to Auditing			
<ul style="list-style-type: none"> • Basics – Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing. • Errors & Frauds – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating error. Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud • Principles of Audit – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audi Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting • Types of Audit – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit 			
UNIT II		15	
Audit Planning, Procedures and Documentation			
<ul style="list-style-type: none"> • Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach. • Audit Program – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work , Instruction before commencing Work, Overall Audit Approach • Audit Working Papers - Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books • Audit Notebook – Meaning, structure, Contents, General Information, Current Information, Importance 			
UNIT III		15	
Auditing Techniques and Internal Audit Introduction			
<ul style="list-style-type: none"> • Test Check - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions. • Audit Sampling - Audit Sampling, meaning, purpose, factors in determining sample size -Sampling Risk, Tolerable Error and expected error, methods of selecting Sample Items Evaluation of Sample Results auditors Liability in conducting audit based on Sample • Internal Control - Meaning and purpose, review of internal control, advantages, auditors duties, review of internal control, Inherent Limitations of Internal control, internal control samples for sales and debtors, purchases and 			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks		
<ul style="list-style-type: none"> • Internal Audit - Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit,, Internal Checks Vs Internal Audit 		
UNIT IV	15	
Auditing Techniques: Vouching & Verification		
<ul style="list-style-type: none"> • Audit of Income - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received • Audit of Expenditure - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense • Audit of Assets Book Debts / Debtors, Stocks -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures • Audit of Liabilities - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities 		

SY BMS	Semester IV (Theory)
RJCUBMS401A Auditing	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Discuss the nature of auditing and assurance services including the impact of various statutes and regulations. • Identify the stages of an audit from planning to conclusion. • Apply standard audit procedures such as analytical procedures, detail tests, and tests of controls <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • To apply your auditing knowledge to undertake auditing processes in a variety of professional settings. • Evaluate accounting disclosures and reports, identify gaps, manipulations or weaknesses in financial reporting and provide recommendations to a range of audit clients in relation to internal control weaknesses and financial reporting compliance; Solve routine and complex auditing problems in varied business contexts using social, ethical, economic, regulatory and global perspectives; Analyse audit evidence with a sceptical and questioning mind and require remedial action.

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

	<ul style="list-style-type: none">• Justify and communicate auditing approaches, processes within the audit team and in working papers.• Apply the Code of Ethics for Professional Accountants in undertaking audit processes and expressing audit opinions.• Apply an adaptive and collaborative approach to working with colleagues and clients in professional settings.
--	---

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

SEMESTER IV (THEORY & PRACTICAL)		L	Cr
Subject: Strategic Cost Management	Paper Code: RJCUBMS402A	60	3
UNIT I		20	
Introduction to Strategic Cost Management(Only Theory)			
<ul style="list-style-type: none"> • Strategic Cost Management (SCM): Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis & Value Engineering, Wastage Control, Disposal Management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost & Supply Cost, Cost Reduction & Product Life Cycle Costing(An Overview) 			
UNIT II		20	
Activity Based Costing			
<ul style="list-style-type: none"> • Activity Based Management and Activity Based Budgeting: Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC), Life Cycle Costing, Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems; Transfer Pricing and Divisional Performance. Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems) 			
UNIT III		08	
Strategic Cost Management performance assessment (Only theory)			
<ul style="list-style-type: none"> • Cost Audit & Management Audit under companies Act, with reference to strategic assessment of cost & managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages & long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation 			
UNIT IV		12	
Variance Analysis & Responsibility Accounting (Practical Problems)			
<ul style="list-style-type: none"> • Standard Costing (Material, Labour, Overhead, Sales & Profit) • Responsibility Accounting – Introduction, Types & Evaluation of Profit Centre and Investment Centre 			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

SY BMS	Semester IV (Theory)
RJCUBMS402A Strategic Cost Management	<p data-bbox="368 282 1458 327"><u>Course Outcomes:</u></p> <ul data-bbox="416 338 1458 741" style="list-style-type: none">• The course aims to test the student's ability to:• Identify the conventions and doctrines of managerial and cost accounting and other generally accepted principles which may be applied in the contemporary cost management models Y• Identify major contemporary issues that have emerged in strategic cost management.• Discuss a number of issues relating to the design and implementation of cost management models in modern firms.• Application of Operation Research in Strategic Decision Making <p data-bbox="368 752 1458 797"><u>Learning Outcome:</u></p> <ul data-bbox="416 808 1458 1196" style="list-style-type: none">• On completion of this subject, students should have developed skills of analysis, evaluation and synthesis in cost and management accounting and, in the process, created an awareness of current developments and issue in the area.• The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place; the subject includes discussion of costing systems and activity based costing, activity management, and implementation issues in modern costing systems.

S.Y.BMS SEMESTER IV - Elective Course (Marketing)

SEMESTER IV (THEORY)		L	Cr
Subject: Integrated Marketing Communication	Paper Code: RJCUBMS401B	60	3
UNIT I		15	
Introduction to Integrated Marketing Communication			
<ul style="list-style-type: none"> • Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing • Communication process, Traditional and alternative Response Hierarchy Models • Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program 			
UNIT II		15	
Elements of IMC – I			
<ul style="list-style-type: none"> • Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising. • Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign 			
UNIT III		15	
Elements of IMC – II			
<ul style="list-style-type: none"> • Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing • Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling 			
UNIT IV		15	
Evaluation & Ethics in Marketing Communication			
<ul style="list-style-type: none"> • Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural 			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

<p>Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests</p> <ul style="list-style-type: none"> • Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices • Current Trends in IMC – Internet & IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet. 		
---	--	--

SY BMS	Semester IV (Theory)
<p>RJCUBMS401B Integrated Marketing Communication</p>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program. • To understand the various tools of IMC and the importance of coordinating them for an effective marketing communication program. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The Learner would understand the importance of using various marketing communication techniques to reach larger audience • The Learner would understand the importance of Ethics while communicating through various mediums • The Learner would understand the importance of Budgeting & Objective of Communicating through various mediums.

SEMESTER IV (THEORY)		L	Cr
Subject: Rural Marketing	Paper Code: RJCUBMS402B	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> • <i>Introduction to Rural Market, Definition & Scope of Rural Marketing.</i> • <i>Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).</i> • <i>Emerging Profile of Rural Markets in India,</i> • <i>Problems of rural market.</i> • <i>Constraints in Rural Marketing and Strategies to overcome constraints</i> 			
UNIT II		15	
Rural Market			
<ul style="list-style-type: none"> • Rural Consumer Vs Urban Consumers– a comparison. <i>Characteristics of Rural Consumers.</i> • Rural Market Environment: • <i>a) Demographics– Population, Occupation Pattern, Literacy Level;</i> • <i>b) Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,</i> • <i>c) Rural Infrastructure - Rural Housing, Electrification, Roads</i> • Rural Consumer Behaviour: <i>meaning, Factors affecting Rural Consumer Behaviour - Social factors, Cultural factors, Technological factors, Lifestyle, Personality.</i> 			
UNIT III		15	
Rural Marketing Mix			
<ul style="list-style-type: none"> • <i>Relevance of Marketing mix for Rural market/Consumers.</i> • <i>Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling.</i> • <i>Nature of Competition in Rural Markets, the problem of Fake Brands</i> • <i>Pricing Strategies & objectives</i> • <i>Promotional Strategies. Segmentation, Targeting & Positioning for rural market.</i> 			
UNIT IV		15	
Rural Marketing Strategies			
<ul style="list-style-type: none"> • Distribution Strategies for Rural consumers. <i>Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based)</i> • Communication Strategy. <i>Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences.</i> 			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunhunwala College of Arts, Science & Commerce**

Rural Media- Mass media, Non-Conventional Media, Personalized media;

SY BMS	Semester IV (Theory)
RJCUBMS402B Rural Marketing	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">• The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">• What are the difficulties face when selling a product in rural areas. Scope and skill to market product in these demography. Agricultural sector and their difficulties. Globalization will befit in emerging markets I.e Rural Market.

S.Y.BMS SEMESTER IV - Elective Course (Human Resource)

SEMESTER IV (THEORY)		L	Cr
Subject: Training & Development in HRM	Paper Code: RJCUBMS401C	60	3
UNIT I		15	
Overview of Training			
<ul style="list-style-type: none"> • Overview of training– concept, scope, importance, objectives, features, need and assessment of training. • Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis), Types–On the Job &Off the Job Method. • Assessment of Training Needs, Methods & Process of Needs Assessment. • Criteria &designing-Implementation– an effective training program. 			
UNIT II		15	
Overview of development			
<ul style="list-style-type: none"> • Overview of development– concept, scope, importance & need and features, Human Performance Improvement • Counseling techniques with reference to development employees, society and organization. • Career development– Career development cycle, model for planned self development, succession planning. 			
UNIT III		15	
Concept of Management development			
<ul style="list-style-type: none"> • Concept of Management Development. • Process of MDP. • Programs &methods, importance, evaluating a MDP. 			
UNIT IV		15	
Performance measurement, Talent management & Knowledge management			
<ul style="list-style-type: none"> • Performance measurements– Appraisals, pitfalls &ethics of appraisal. • Talent management –Introduction ,Measuring Talent Management, Integration & future of TM, Global TM &knowledge management— • OVERVIEW -Introduction: History, Concepts, • Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management , • Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle 			

SY BMS	Semester IV (Theory)
RJCUBMS401C Training &	<u>Course Outcomes:</u>

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunhunwala College of Arts, Science & Commerce**

Development in HRM	<ul style="list-style-type: none">● It is the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour.● All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● Students will be able to train different level of employees. Different methods such as games, puzzles, how to address a conference counselling employee will be them fair idea in this subject.
--------------------	---

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

SEMESTER IV (THEORY)		L	Cr
Subject: Change Management	Paper Code: RJCUBMS402C	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> • Introduction & levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational. • Organizational culture & change. • Types & Models of change – Kurt Lewin's change model, Action research, Expanded Process Model., A.J. Leavitts model. 			
UNIT II		15	
Impact of Change			
<ul style="list-style-type: none"> • Change & its implementation.– individual change: concept, need, importance & risk of not having individual perspective. • Team Change –concept, need, importance & limitation • Change & its impact– Resistance to change & sources-sources of individual resistance, sources of organizational resistance 			
UNIT III		15	
Resistance to Change			
<ul style="list-style-type: none"> • Overcoming Resistance to change – Manifestations of resistance, Six box model • Minimizing RTC. • OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress. 			
UNIT IV		15	
Effective Implementation of Change			
<ul style="list-style-type: none"> • Effective implementation of change–change agents and effective change programs. • Systematic approach to change, client & consultant relationship • Classic skills for leaders • Case study on smart change leaders, caselets on Action research. 			

SY BMS	Semester IV (Theory)
RJCUBMS402C Change Management	<p>Course Outcomes:</p> <ul style="list-style-type: none"> • The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science. <p>Learning Outcome:</p> <ul style="list-style-type: none"> • The students will understand organizational change facilitators using the knowledge and techniques of behavioural science.

SEMESTER IV (THEORY)		L	Cr
Subject: Business Economics-II	Paper Code: RJCUBMS403	60	3
UNIT I		15	
Introduction to Macroeconomic Data and Theory			
<ul style="list-style-type: none"> ● Macroeconomics: Meaning, Scope and Importance. ● Circular flow of aggregate income and expenditure: closed and open economy models ● The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare. ● Short run economic fluctuations: Features and Phases of Trade Cycles ● The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output 			
UNIT II		15	
Money, Inflation and Monetary Policy			
<ul style="list-style-type: none"> ● Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money ● Demand for Money: Classical and Keynesian approaches and Keynes' liquidity preference theory of interest ● Money and prices: Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach ● Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy. ● Monetary policy: Meaning, objectives and instruments, inflation targeting 			
UNIT III		15	
Constituents of Fiscal Policy			
<ul style="list-style-type: none"> • Role of a Government to provide Public goods- Principles of Sound and Functional Finance • Fiscal Policy: Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy • Instruments of Fiscal policy : Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance • Union budget -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act. 			
UNIT IV		15	
Open Economy : Theory and Issues of International Trade			
<ul style="list-style-type: none"> • The basis of international trade: Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade 			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

<p>- meaning and types, Factors determining terms of trade - Gains from trade - Free trade versus protection</p> <ul style="list-style-type: none"> • Foreign Investment : Foreign Portfolio investment- Benefits of Portfolio capital flows-Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations • Balance of Payments: Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP. • Foreign Exchange and foreign exchange market : Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility 		
--	--	--

SY BMS	Semester IV (Theory)
<p>RJCUBMS403 Business Economics-II</p>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To give knowledge to the learners regarding trade cycles inflation and its impact on the people. • To avail of government fiscal policy regarding trade public expenditure and public debt and its effect on the common public. • To impart proficiency in foreign trade and ways to attract foreign investment. • To introduce the concept of different exchange rates and its impact on the economy. • To give different trade conditions how free trade will boost the economy. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The learners gain knowledge and understanding of the economy through national income, rise in employment through investment. • Gain knowledge of inflation and face the challenges arising out of inflation. • Enhancement of the economy through taxation public expenditure and public debt • Understanding of deficit financing to boost economic activities in a developing country • Identify the trade conditions and boost foreign investment and correct balance of payments.

SEMESTER IV (THEORY & PRACTICAL)		L	Cr
Subject: Business Research Methods	Paper Code: RJCUBMS404	60	4
UNIT I		18	
Introduction to business research methods			
<ul style="list-style-type: none"> • Meaning and objectives of research • Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific & Social e)Historical f) Exploratory g) Descriptive h)Causal • Concepts in Research: Variables, Qualitative and Quantitative Research • Stages in research process. • Characteristics of Good Research • Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources. • Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal. • Sampling– <ul style="list-style-type: none"> • meaning of sample and sampling, • methods of sampling <ul style="list-style-type: none"> • i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ball • ii) Probability– Simple Random, Stratified, Cluster, Multi Stage. 			
UNIT II		14	
Data collection and Processing			
<ul style="list-style-type: none"> • Types of data and sources-Primary and Secondary data sources • Methods of collection of primary data <ul style="list-style-type: none"> • a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets) • b) Experimental i)Field ii) Laboratory • c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews -Method, • d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. • e) Survey instrument– i) Questionnaire designing. • f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. • f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale 			
UNIT III		16	
Data analysis and Interpretation			
<ul style="list-style-type: none"> • Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note • Analysis of data-Meaning, Purpose, types. • Interpretation of data-Essentials, importance and Significance of processing data • Multivariate analysis– concept only 			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

<ul style="list-style-type: none"> • Testing of hypothesis– concept and problems– i)chi square test, ii) Zandt-test (for large and small sample) 		
UNIT IV	12	
Advanced techniques in Report Writing		
<ul style="list-style-type: none"> • Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography • Ethics and research • Objectivity, Confidentiality and anonymity in Research • Plagiarism 		

SY BMS	Semester IV (Theory & Practical)
RJCUBMS404 Business Research Methods	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • The course is designed to inculcate the analytical abilities and research skills among the students. • The course intends to give hands on experience and learning in Business Research <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The students will inculcate the analytical abilities and research skills • The studends will get hands on experience and learning

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

SEMESTER IV (THEORY)		L	Cr
Subject: Production & Total Quality Management	Paper Code: RJCUBMS405	60	3
UNIT I		14	
Production Management			
<ul style="list-style-type: none"> • Production Management • Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. • Product Development, Classification and Product Design. • Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. • Importance of purchase management. <p>Concept of Production and Operations, Service Industry, Difference between Tangible and Intangible Products. Reasons for growth of Service Industry. Definitions, Factors affecting Business Systems in brief, Aims of Production System</p>			
UNIT II		16	
Materials Management			
<ul style="list-style-type: none"> • Materials Management: Concept, Objectives and importance of materials management. Various types of Material Handling Systems • Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. • EOQ: Assumptions limitations & advantages of Economic Order Quantity, • Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.. Material codification and Brief introduction to RFID 			
UNIT III		16	
Basics Of Productivity & TQM			
<ul style="list-style-type: none"> • Basics Of Productivity & TQM: • Concepts of Productivity, modes of calculating productivity. Importance • Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy. Suggestions Scheme, Learning Curves 			
UNIT IV		14	
Quality Improvement Strategies & Certifications			
<ul style="list-style-type: none"> • Quality Improvement Strategies & Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI’S QUALITYENGINEERING, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award(MBNQA), Deming’s Application Prize. 			

RJCUBMS405 Production & Total Quality Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">● To acquaint learners with the basic management decisions with respect to production and quality management● To make the learners understand the designing aspect of production systems● To enable the learners apply what they have learnt theoretically. <p><u>Learning Outcome:</u></p> <p>Course is synthesized to include, introduction to the students on:</p> <ul style="list-style-type: none">● Basic topics of Production & Operations, Materials, Productivity and Quality Management.● It is designed to make students to learn importance of value additions, important factors of production, understanding meaning of various definitions of production and operations. Importance of service operations and characteristics and differences between tangible and intangible products. Understand why service is growing.● To make students realize the importance of developing skills of materials management, including purchasing, inventory control and concepts like integrated approach and profit centre while managing materials.● Learning importance of Productivity, Quality and importance of 'Total Quality Management ' in present day business.
---	---

Hindi Vidya Prachar Samiti's Ramniranjan Jhunjunwala College of Arts, Science & Commerce

SEMESTER IV (THEORY)		L	Cr
Subject: Information Technology in Business Management-II	Paper Code: RJCUBMS406	60	3
UNIT I		15	
Cloud computing			
<ul style="list-style-type: none"> • Cloud Computing: Definition, Characteristics • Cloud Service Models • Software as a Service • Platform as a Service • Infrastructure as a Service • Software as a service (SAAS): • Introduction , Advantages, Multitenant Nature of SAAS Solutions • Applications using Cloud • Using Google Drive , Uploading Data, Sharing Data , Downloading Data • Google Calendar : Managing Schedules • Microsoft office Web Apps 			
UNIT II		15	
Tally			
<ul style="list-style-type: none"> • Accounting Software –Tally • Need for Financial Packages , benefits & features • Company Creation, Deletion, Backup • Managing Accounts <ul style="list-style-type: none"> • Creation of Ledgers • Recording Voucher Entries • Generating Final Accounts • Managing Inventory <ul style="list-style-type: none"> • Creating Units of Measure • Warehouse • Stock Items • Inventory Reports 			
UNIT III		15	
Introduction to databases and RDBMS using Oracle			
<ul style="list-style-type: none"> • Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, schema • Introduction to Oracle 11g • Structured Query Language • Data Definition Language • Data Manipulation Language • Query Language • Joins & Date Functions, Aggregation Functions 			
UNIT IV		15	
Outsourcing			

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

<ul style="list-style-type: none"> • Introduction to Outsourcing: Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. • Outsourcing : IT and Business Processes • Business Process Outsourcing (BPO): Introduction, BPO Vendors, How does BPO Work ?, BPO Service scope • Benefits of BPO, BPO and IT Services, Project Management approach in BPO, BPO and IT-enabled services • BPO Business Model: Strategy for Business Process Outsourcing, Process of BPO, ITO Vs BPO • BPO to KPO : Meaning of KPO, KPO vs BPO, KPO : Opportunity and Scope, KPO challenges, KPO Indian Scenario • Outsourcing in Cloud Environment : Cloud computing offerings • Traditional Outsourcing Vs. Cloud Computing 		
---	--	--

SY BMS	Semester IV (Theory)
<p>RJCUBMS406 Information Technology in Business Management - II</p>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand managerial decision-making and to develop perceptive of major functional area of MIS • To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications. • To learn and understand relationship between database management and data warehouse approaches , the requirements and applications of data warehouse • To learn outsourcing concepts. BPO/KPO industries, their structures , Cloud computing <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The learner will know about managerial decision-making and to develop perceptive of major functional area of MIS. • Students will gain knowledge of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

SEMESTER IV (THEORY)		L	Cr
Subject: Innovation management	Paper Code: RJCUBMS407	60	3
UNIT I		12	
Introduction			
<ul style="list-style-type: none"> ● Concept of Innovation, Types and model of Innovation, process of innovation. ● Creating a competitive advantage based on innovation ● Creative methods and approaches used in innovation management. ● Sources of innovation (push, pull, analogies) ● Product, process, organizational and marketing innovation and their role in business development 			
UNIT II		11	
Open Innovation and Developing an Innovative Culture			
<ul style="list-style-type: none"> ● Open Innovation as a modern concept, the limits of this method and its benefits for business development ● Developing an innovative culture within the organisation and creating entrepreneurs within 			
UNIT III		11	
Design Thinking			
<ul style="list-style-type: none"> ● Design Thinking – Concept, Scope and stages of Design Thinking. ● The role of empathy in the design thinking process and the tools that can <p>Challenges in Design Thinking.</p>			
UNIT IV		11	
Innovation in Various Sectors			
<p>Creating an innovative Business model in the various sectors mentioned below.</p> <ul style="list-style-type: none"> ● Innovation in Hotel Industry ● Innovation in Banking Sector ● Innovation in Health Care Sector ● Innovation in Tourism Sector ● Recent Guidelines in CSR ● Society's Changing Expectations of Business With Respect to Globalisation ● Future of CSR 			

SY BMS	Semester IV (Theory)
RJCUBMS407 Innovation Management	<p>Course Outcomes:</p> <ul style="list-style-type: none"> ● The objective of this course is to learn the innovation and innovative strategies at every Level to develop conceptual skills in this area as well as

their application in the corporate world.

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

Learning Outcome:

- Course is designed to develop innovative qualities in the students and make them capable to face the stiff competitions in business.
- Equip students to deal with the organizing ability for decision making in the rapidly changing global business environment.
- To empower students for survival with the strategic thinking and decision making abilities, especially in relation to understanding the employability of various strategies in different situations.

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

DISCIPLINE SPECIFIC ELECTIVE

**Sem-IV
RJCUBMSDSE1**

**Course: Financial Management
Theory Lectures: 30
Credit: 02**

Course Outcome:

1. Understand the conceptual framework of valuation and approaches to valuation
2. understand the concept of mergers and acquisition and learn the bases of exchange ratios
3. Determine the basic modes of mergers and acquisition and reasons for failure or success
4. Learn the concept of corporate restructuring and takeovers

Learning Outcome:

1. To understand the conceptual framework of valuation and approaches to valuation
2. To understand the concept of mergers and acquisition and learn the bases of exchange ratios
3. To familiarize students with the concept of Corporate restructuring

Module		Details	Lectures
1	Corporate Actions	1.1 Understand various corporate actions (dividend, rights issue, bonus issue, stock split, share consolidation, merger and acquisition, loan restructuring, buyback of shares, delisting of shares and share swap)	08
2	Corporate Restructuring, Mergers, Acquisitions and Takeovers	2.1 Introduction - Meaning, Need and Importance, Forms of Restructuring, Advantages and Disadvantages 2.2 Basic modes of acquiring another firm, Synergy effects, Difference between Merger and Takeover, Advantages of Mergers and Acquisitions, Benefits of Merger for Acquiring firm, Reasons of companies to offer themselves for sale, Reasons for failure of Mergers and Reverse Merger. 2.3 Commonly Used Bases for determining the Exchange Ratio - EPS, MPS, Book value and Combination of Measures and Evaluation of Mergers (Practical Problems) 2.4 Takeovers - Meaning, SEBI Guidelines, Anti-takeover defense and Asset and Liability Restructuring. (Practical Problems)	22
Total Lectures			30

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

RJCUBMSDSE2

Course: Travel and Tourism - II

Theory Lectures: 30

Credit: 02

Course Outcome:

1. To provide the students with basic understanding of the concepts of Travel and Tourism and Public Relations.
2. To introduce the various elements of PR in Travel and Tourism with various tools and techniques PR (Modern and Traditional)

Learning Outcome:

1. To examine how various elements of Public relations tools are used in Travel and Tourism.
2. To develop critical understanding of the different practices associated with Public Relations in Travel and Tourism Industry
3. To know the various Rules and Regulation of IATA towards Tours and Travels.

Module		Details	Lectures
1	Unit-I	Meaning of PR Strategy, Importance of PR Strategy, Process of PR Strategy, Advantages and Disadvantages of PR Strategy, Damage Control, Importance of Damage Control, Impact of Damage Control, How PR manages Damage Control with examples. Meaning of PR communication, Characteristics of PR communication, Process of PR communication. Customer services in PR Communication.	15
2	Unit-II	Ethics and its importance, Types of Ethics, Meaning of Moral and its importance, Distinguish between Ethics, Moral and Values in Travel and Tourism, Organizations in tourism- need & factors, National Tourist Organizations, Role and functions of important tourism organizations: WTO, IATA, PATA, TAAI, WTTC. Seasonality & tourism	15
Total Lectures			30

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

RJCUBMSDSE3

Course: HR Analytics-II

Theory Lectures: 30

Credit: 02

Course Outcome:

1. The learners will develop a basic understanding on the digital transformation of the organization and will also learn as to how to design and apply Artificial Intelligence & Machine Learning within a larger human capital strategy.
2. The learners will be able to Identify and use human resource data in organizations for decision making
3. The learners will be in a position to develop an action plan to drive the use of human resource measurement in organizations.

Module		Details	Lectures
1	Unit I	<ul style="list-style-type: none">● Succession Planning, Identifying Critical Roles. The BSC Connect, Questions to ask Performance - present vs past, Potential vs Performance charting, Mapping key personnel with talent pool, The 3E methodology, Succession development with Talent Pool	12
2	Unit II	<ul style="list-style-type: none">● Employee lifecycle mapping ,Understanding difficult graphs, Key applications - 2 As, ELTV - ROI of General People Analytics, Cost of absenteeism, Cost of attrition, Linking data with employee strategy, Enhancing Employee experience, Key Metrics for Employee Engagement, - Attrition Management, Case Discussion	12
3	Unit III	<ul style="list-style-type: none">● Compensation Analytics, Understanding compensation analytics, Understanding quantifiable data, Analytics for compensation planning, Factors affecting Compensation & Benefits Planning ,Balancing internal equity, Creating intelligent grade range, Pay parity tool, Point plan Competency Scorecard, Case Discussion	6
Total Lectures			30

Hindi Vidya Prachar Samiti's **Ramniranian Jhunjhunwala College of Arts, Science & S.Y.BMS Syllabus Semester III & IV**

References

S.Y.BMS SEMESTER III - Elective Course (Finance)

SY BMS	Semester III (Practical)
RJCUBMS301A Basics of Financial Services	<ul style="list-style-type: none"> ● han M.Y., Indian Financial System, Tata McGrew Hill Publishing Company ● Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co ● A. Avadhani , Marketing of Financial Services ● Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi. ● Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, NewDelhi. ● Gupta Suraj B: Monetary Economics; S. Chand and Co., New Delhi.

SY BMS	Semester III (Practical)
RJCUBMS302A Corporate Finance	<ul style="list-style-type: none"> ● Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd ● Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd. ● Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH ● Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India. ● M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi. ● Prasanna Chandra - Financial Management - Tata - McGraw Hill

S.Y.BMS SEMESTER III - Elective Course (Marketing)

SY BMS	Semester III (Theory)
RJCUBMS301B Consumer Behaviour	<ul style="list-style-type: none"> ▪ Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour (10th ed.). Pearson. ▪ Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson . ▪ Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning. ▪ Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour – ▪ Loudan, David L and Bitta, A.J. Della Consumer Behaviour ▪ Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson ▪ Nair, Suja R- Consumer Behaviour in Indian Perspective

SY BMS	Semester III (Theory)

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

RJCUBMS302B Advertising	<ul style="list-style-type: none"> • Belch, Michael, "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010 • Mohan, Manendra "Advertising Management Concept and Cases", Tata Mcgraw Hill 2008 • Kleppner, Russell J; Thomac, Lane W , "Advertising Procedure", Prentice Hall 1999 • Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007 • Sharma, Sangeeta and Singh, Raghuvir "Advertising planning and Implementation", Prentice Hall of India 2006 • Clow , Kenneth E and Baack, Donald E "Inetegrated Advertising Promotion and Marketing Communication", Pearson Edu 2014 • Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006
----------------------------	--

S.Y.BMS SEMESTER III - Elective Course (Human Resource)

SY BMS	Semester III (Theory)
RJCUBMS301C Employees Relations & Welfare	<ul style="list-style-type: none"> • Personnel Management and Industrial relations – P. C. Shejwalkar and S. B. Malegaonkar • Labour Management relations in India – K.M. Subramanian • Trade Unionism Myth and Reality, New Delhi, Oxford University Press, 1982 • Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj

SY BMS	Semester III (Theory)
RJCUBMS302C Organisation Behaviour & HRM	<ul style="list-style-type: none"> • Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston. • Prasad L M, Organizational Behaviour, Sultan Chand • Khanka S. S., Organizational Behaviour, S. Chand • P.L. Rao-International Human Resource • Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas. • Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi. • Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

S.Y.BMS SEMESTER III - Core Course

SY BMS	Semester III (Theory)
RJCUBMS303 Business Planning & Entrepreneurial Management	<ul style="list-style-type: none"> • Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House. • Entrepreneurial Development - S.S. Khanna • Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication • Entrepreneurial Development in India - Sami Uddin, Mittal Publication • Entrepreneur Vs Entrepreneurship- Human

Hindi Vidya Prachar Samiti's Ramniranjan Jhunjhunwala College of Arts, Science & Commerce

SY BMS	Semester III (Practical)
RJCUBMS304 Accounting for Managerial Decisions	<ul style="list-style-type: none"> ● Srivastava R M, Essentials of Business Finance, Himalaya Publications ● Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin ● Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi. ● Hingorani NL and ramanthan AR - Management Accounting , New Delhi ● Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi ● Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi ● Gupta , SP - Management Accounting , Sahitya Bhawan , Agra .

SY BMS	Semester III (Theory)
RJCUBMS305 Strategic Management	<ul style="list-style-type: none"> ● Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. ● P.K. Ghosh : Business Policy , Strategy , Planning and Management ● Christensen , Andrews Dower: Business Policy- Text and Cases ● William F. Gkycj : Business Policy – Strategy Formation and Management Action ● Bongee and Colonan : Concept of Corporate Strategy.

S.Y.BMS SEMESTER III – Ability Enhancement Course (AEC)

SY BMS	Semester III (Theory & Practical)
RJCUBMS306 Information Technology in Business Management - I	<ul style="list-style-type: none"> ● Information Technology for Management, 6TH ED (With CD) By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2) ● Microsoft Office Professional 2013 Step by Step By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch ● Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14) ● Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan (E-Book https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0) ● Electronic Commerce - Technologies & Applications. Bharat, Bhaskar https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1

S.Y.BMS SEMESTER III – Skill Enhancement Course (SEC)

S.Y.BMS SEMESTER IV - Elective Course (Finance)

RJCUBMS401A Auditing	<ul style="list-style-type: none"> • CA Surbhi Bansal – Audit and Assurance • Taxmann – Auditing • Dr.SMeenakumari – Fundamentals of Auditing • Baldev Sachdeva&Jagwant Singh Pardeep Kumar – Auditing theory & Practice.
-------------------------	---

SY BMS	Semester IV (Theory)
RJCUBMS402A Strategic Cost Management	<ul style="list-style-type: none"> • Dr. Girish Jakhotiya-Strategic Financial Management • Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi • Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Del • John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press

S.Y.BMS SEMESTER IV - Elective Course (Marketing)

SY BMS	Semester IV(Theory)
RJCUBMS401B Integrated Marketing Communication	<ul style="list-style-type: none"> • Belch, Michael, Belch,George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010 • Clow ,Kenneth E ;Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”,Pearson Edu 2014 • Duncan,Tom,“Principles of Advertising and IMC”,Tata Mcgraw Hill Pub 2006 • Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”,Tata Mcgraw Hill 2014 • Shimp, Terence, “Advertising and promotion :An IMC Approach”,Cengage Learning 2007 • Dutta,Kirti, “Integrated Marketing Communication” Oxford University Press ,2016 • Gopalakrishnan, P S , “Integrated Marketing Communication: Concepts and Cases”,ICFAI University Press,2008

SY BMS	Semester IV(Theory)
RJCUBMS402B Rural Marketing	<ul style="list-style-type: none"> • Badi & Badi : Rural Marketing • Mamoria, C.B. & Badri Vishal : Agriculture problems in India • Arora, R.C. : Integrated Rural Development • Rajgopal : Managing Rural Business • Gopaldaswamy, T.P. : Rural Marketing

S.Y.BMS SEMESTER IV - Elective Course (Human Resource)

SY BMS	Semester IV(Theory)
--------	---------------------

RJCUBMS401C Training & Development in HRM	<ul style="list-style-type: none">● Brinkerhoff, Robert L. Measuring Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.● Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York● Employee Training And Development - Raymond Noe● Every Trainers Handbook- Devendra Agochia
--	--

Hindi Vidya Prachar Samiti's **Ramniranian Jhunjhunwala College of Arts, Science & S.Y.BMS Syllabus Semester III & IV**

	<ul style="list-style-type: none"> ● 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma ● Training And Development- S.K. Bhatia
--	--

SY BMS	Semester IV(Theory)
RJCUBMS402C Change Management	<ul style="list-style-type: none"> ● Organisational Development by French and Bell ● An experiential approach to O.D. by Harvey and Brown ● Consultants and Consulting Styles by Dharani Sinha P. ● Kavita Singh- Organization change ● S.K. Bhatia- Organisational Change- ● K.Ashwathapa- Management & OB, HRM. ● Radha Sharma- Training & Development

S.Y.BMS SEMESTER IV - Core Course

SY BMS	Semester IV(Theory & Practical)
RJCUBMS404 Business Research Methods	<ul style="list-style-type: none"> ● Research for Marketing Decisions Paul E. Green, Donald S. Tull ● Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall. ● Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication ● Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill ● Marketing research and applied orientation, Naresh K Malhotra, Pearson ● Statistics for management, Levin and Reuben, Prentice Hall. ● Research Methods for Management: S Shajahan, Jaico Publishing

SY BMS	Semester IV(Theory)
RJCUBMS405 Production & Total Quality Management	<ul style="list-style-type: none"> ● Production and Operations Management: R. Paneerselvam ● Production (Operations) Management: L.C. Jhamb ● K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management ● Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill ● Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House ● Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House ● John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann ● David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press

S.Y.BMS SEMESTER IV – Ability Enhancement Course (AEC)

SY BMS	Semester IV(Theory)
RJCUBMS406 Information	<ul style="list-style-type: none"> ● Information Technology for Management, 6TH ED (With CD) ● By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)

Hindi Vidya Prachar Samiti's **Ramniranian Jhunjhunwala College of Arts, Science & S.Y.BMS Syllabus Semester III & IV**

Technology in Business Management - II	<ul style="list-style-type: none">● Microsoft Office Professional 2013 Step by Step● By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch● Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)● Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan● (E-Book https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0)● Electronic Commerce - Technologies & Applications. Bharat, Bhaskar● https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1
--	--

Hindi Vidya Prachar Samiti's **Ramniranian Jhunjhunwala College of Arts, Science & S.Y.BMS Syllabus Semester III & IV**

Scheme of Examinations

1. Two Internals of 20 marks each. Duration 30 min for each.
2. One External (Semester End Examination) of 60 marks. Duration: 2 hours.
3. Minimum marks for passing Semester End Theory and Practical Exam is 40 %.
4. Students must appear at least one of the two Internal Tests to be eligible for the Semester End Examination.
5. For any KT examinations, there shall be ODD-ODD/EVEN-EVEN pattern followed.
6. HOD's decision, in consultation with the Principal, shall remain final and abiding to all.

Hindi Vidya Prachar Samiti's **Ramniranian Jhunjhunwala College of Arts, Science &
S.Y.BMS Syllabus Semester III & IV**

Evaluation and Assessment

Evaluation: Total marks per course - 100

CIA- 40 marks

CIA 1: Written test -20 marks

CIA 2: Written Test / Assignment /Presentation/ Group Discussion/ Role Play/ Report -20 marks

Semester End Examination – 60 marks

Question paper covering all units

Mapping of the course to employability/ Entrepreneurship/skill development

Course Name	Course Code	Unit No. and Topics	Focus Area
Basics of Financial Services	RJC UBM S301 A	Unit I Financial System	Skill Development (Knowledge / awareness)
		Unit II Commercial Banks, RBI And Development Banks	Employability and Skill Development (Knowledge / awareness)
		Unit III Insurance	Entrepreneurship (Insurance Advisor/ Consultancy) and Skill Development
		Unit IV Mutual Funds	Skill Development (Knowledge / awareness), Employability and Entrepreneurship
Corporate Finance	RJC UBM S302 A	Unit I Introduction of corporate Finance	Entrepreneurship/ Employability
		Unit II Capital Structure and Leverage	Accounting skill/Analytical skill
		Unit III Time Value of Money	Accounting skill/Analytical skill
		Unit IV Mobilisation of Funds	Entrepreneurship/ Employability / Analytical skill
Consumer Behavior	RJC UBM S301 B	Unit I Introduction To Consumer Behaviour	Employability and Entrepreneurship
		Unit II Individual- Determinants of Consumer Behaviour	Employability Entrepreneurship and skill development (listening skills)

		Unit III Commerce Environmental	Employability and
--	--	---	-------------------

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

		Determinants of Consumer Behaviour	Entrepreneurship (interpersonal skills)
		Unit IV Consumer Decision Making Models And New Trends	Employability and Entrepreneurship (decision making skills)
Advertising	RJC UBM S302 B	Unit I Introduction to Advertising	Skill Development (Knowledge Enhancement /Advertising Skills)
		Unit II Strategy and Planning Process in Advertising	Entrepreneurship (analytical skills)
		Unit III Creativity in Advertising	Entrepreneurship and skill development
		Unit IV Budget, Evaluation, Current trends and careers in Advertising	Employability and Entrepreneurship
Employee Relations & Welfare	RJC UBM S301 C	Unit I Overview of Employee Relations and Collective Bargaining	Employability and Entrepreneurship (negotiation skills)
		Unit II Overview of Employee Welfare	Employability and Entrepreneurship (intra personal skills)
		Unit III Welfare and Work Environment Management	Employability and Entrepreneurship (team work)
		Unit IV Workers Participation and Employee Grievance	Employability and Entrepreneurship (problem solving skills)
Organisation Behaviour & Human Resource Management	RJC UBM S302 C	Unit I Organisational Behaviour I	Human relations skills, Ethical skills and also students will imbibe the skills of managing a cross cultural work environment
		Unit II Organisational Behaviour II	Conflict management skills with time management

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

			skills
		Unit III Human Resource Management-I	Employability skills in areas of human resource management
		Unit IV Human Resource Management-II	Employability skills and entrepreneurial skills in areas of human resource management
Business Planning & Entrepreneurial Management	RJC UBM S303	Unit I Foundations of Entrepreneurship Development	Employability and entrepreneurial skills.
		Unit II Type and Classification of Entrepreneurs	Employability skills and entrepreneurial skills. It also helps the learner to inculcate the N(Ach) skills.
		Unit III Entrepreneur Project Development & Business Plan	Employability skills, Entrepreneurial skills. The learner can boast the innovative and creative skills along with the analytical skills.
		Unit IV Venture Development	Entrepreneurial skills , Networking skills with financial institutions.
Accounting for Managerial Decision	RJC UBM S304	Unit I Analysis and Interpretation of Financial Statement	Accounting skill/Analytical skill
		Unit II Ratio Analysis and Interpretation	Analytical skill
		Unit III Cash Flow Statement	Accounting/ Employability/ Analytical skill
		Unit IV Working capital	Entrepreneurship/ Employability/ Analytical skill
Strategic Management	RJC UBM	Unit I Introduction	Skill Development (Knowledge / awareness)

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjunwala College of Arts, Science & Commerce**

	S305	Unit II Strategy Formulation	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
		Unit III Strategic Implementation	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
		Unit IV Strategic Evaluation & Control	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
Information technology in business management I	RJC UBM S306	Unit I Introduction to IT support in Management	Skill Development (Knowledge Enhancement/ analytical skills)
		Unit II Office Automation system using Ms-office	Skill Development (Knowledge / awareness/ analytical skills)
		Unit III Email, Internet and it's Application	Skill Development (Knowledge / awareness) & Entrepreneurship (Apply concepts in own business or in job)
		Unit IV E-Security	Skill Development (Knowledge / awareness) & Entrepreneurship (Apply concepts in own business or in job)
Leadership development	RJC UBM	Unit I Introduction to Leadership	Employability and entrepreneurial skills.

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

	S307	Unit II Motivation Strategies and Theories	Employability skills and entrepreneurial skills. It also helps the learner to inculcate the N(Ach) skills.
		Unit III Leadership and Conflict Management	Conflict resolution skills, skills on managing the crisis
		Unit IV Leadership wrt an inclusive workplace culture	Interpersonal skills , Entrepreneurial skills
		Unit V Mentoring and Case Studies	Interpersonal skills , Entrepreneurial skills
Auditing	RJC UBM S401 A	Unit I Introduction To Auditing	Employability and Entrepreneurship
		Unit II Audit Planning, Procedures And Documentation	Employability and Entrepreneurship
		Unit III Auditing Techniques And Internal Audit Introduction	Employability and Entrepreneurship
		Unit IV Auditing Techniques: Vouching And Verification	Employability, Skill development and Entrepreneurship
Strategic Cost Management	RJC UBM S402 A	Unit I Introduction to Strategic Cost Management (Only Theory)	Employability and Entrepreneurship
		Unit II Activity Based Costing	Employability, Skill Development and Entrepreneurship
		Unit III Strategic Cost Management performance assessment (Only theory)	Employability and Entrepreneurship
		Unit IV Variance Analysis & Responsibility Accounting (Practical Problems)	Employability and Skill Development

Integrated Marketing Communication	<i>RJC</i> <i>UBM</i>	Commerce Unit I Introduction to Marketing Communication	Skill Development (Knowledge / awareness)
---------------------------------------	--------------------------	--	--

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

	S401 B	Unit II Elements of IMC - I	Employability and Skill Development (Knowledge Enhancement/ awareness)
		Unit III Elements of IMC - I	Employability and Skill Development (Knowledge Enhancement/ awareness)
		Unit IV Evaluation & Ethics in Marketing Communication	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
Rural marketing	RJC UBM S402 B	Unit I Introduction to rural marketing	Skill development (knowledge enhancement)
		Unit II Rural Market	Employability and Entrepreneurship
		Unit III Rural Marketing Mix	Employability and Entrepreneurship (decision making , creativity skills)
		Unit IV Rural Marketing Strategies	Employability and Entrepreneurship (data analytical skills)
Training & Development	RJC UBM S401 C	Unit I Overview of Training	Skill development (soft skills)
		Unit II Overview of Development	Employability
		Unit III Concept of Management Development	Employability and Entrepreneurship (analytical skills)
		Unit IV Performance Measurement, Talent Management & Knowledge Management	Entrepreneurship (decision making skills)
Change Management	RJC UBM	Unit I Introduction	Basic Skills on change management ,

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

	S402 C		entrepreneurial skills
		Unit II Impact of Change	Entrepreneurial skills, Interpersonal Skills
		Unit III Resistance to change	Entrepreneurial skills and decision making skills
		Unit IV Effective Implementation of Change	Entrepreneurial Skills leadership skills
Business Economics II	RJC UBM S403	Unit I Introduction to Macro Economic Data and Theory Money, inflation	Skill Development (Knowledge Enhancement)
		Unit II Money, inflation and Monetary policy	Employability and Skill Development (Knowledge Enhancement/ awareness/analytical skills)
		Unit III Constituents of Fiscal policy	Employability and Skill Development (Knowledge Enhancement/ awareness/analytical skills)
		Unit IV Open Economy Theory and issues of International trade	Employability (researcher) and Skill Development (Knowledge Enhancement/ awareness/analytical skills)
Business Research Methods	RJC UBM S404	Unit I Introduction to Business Research Methods	Skill Development (Knowledge Enhancement)
		Unit II Data Collection and Processing	Employability and Skill Development (Knowledge Enhancement/ awareness/analytical skills)
		Unit III Data Analysis and Interpretation	Employability and Skill Development (Knowledge

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

			Enhancement/ awareness/analytical skills)
		Unit IV Advanced Techniques in Report Writing	Employability (researcher) and Skill Development (Knowledge Enhancement/ awareness/analytical skills)
Production & Total Quality Management	RJC UBM S405	Unit I P roduction Management	Employability , skill development and entrepreneurship development
		Unit II Materials Management	Employability and skill development
		Unit III Basics Of Productivity & TQM	Employability / Entrepreneurship / Skill development
		Unit IV Quality Improvement Strategies & Certifications:	Employability / Skill development
Information technology in business management II	RJC UBM S406	Unit I Cloud Computing	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
		Unit II Tally	Skill Development (Knowledge / awareness) & Entrepreneurship (Apply concepts in own business or in job)
		Unit III Introduction to Database & Data warehouse	Skill Development (Knowledge / awareness) & Entrepreneurship (Apply concepts in own business or in job)

Hindi Vidya Prachar Samiti's **Ramniranjan Jhunjhunwala College of Arts, Science & Commerce**

		Unit IV Outsourcing	Skill Development (Knowledge / awareness) & Entrepreneurship (Apply concepts in own business or in job)
Innovation Management	RJC UBM S407	Unit I Introduction	Creativity and analytical skills and the learner will acquire skill to create an innovative organizational climate
		Unit II Open innovation and Developing an Innovation Culture	Employability skills, creativity and networking skills
		Unit III Design Thinking	Entrepreneurial Skills and employability
		Unit IV Innovations in Different Sectors	Employability skills and entrepreneurial skills



Hindi Vidya Prachar Samiti's

Ramniranjan Jhunjunwala College

of Arts, Science & Commerce

(Autonomous College)

Refer to page nos: 04 and 05

Affiliated to

highlighting component

UNIVERSITY OF MUMBAI

of Research Project

Syllabus for the T.Y.B.M.S

Program: B.M.S

Program Code: RJCUBMS

(CBCS 2021-2022)

THE PREAMBLE

Why BMS?

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

Why BMS at RJ College?

The BMS department was introduced in the year 1999 and since its inception there is no turning back with lots of innovative methods in grooming the future managers and entrepreneurs.. Our strength is our teaching faculties comprising both core and full time faculties with good industry exposure. We not only train the learners in theoretical knowledge but also give them a wide industrial exposure by motivating the students to take up internships and arranging industrial visits for all the three years.

To be more employable and saleable in the job market we take up initiatives to develop the language proficiency of the learners.. Students are motivated to participate in various intra collegiate and intercollegiate competitions.. Opportunities are provided to make projects and presentations.. Emphasis is on following the case study pedagogy for developing the managerial and leadership skills.

The Rotaract Club of RJ College is managed by the BMS department which contributes towards the Personality Development of the students. It also gives them a wide international exposure and extensive networking. The club is also instrumental in making the students more humanitarian, ethical and a good human being through community services.

Our Curriculum, Your Strength

The curriculum is designed in such a way that it helps the students to develop cognizance of the importance of management principles. The curriculum takes the learners not only through the journey of management and leadership functions but also focuses on their moral and ethical development. It also paves a path for the students to decide on their area of specialization (Finance, Marketing, Human Resource Management) in the field of management.

The curriculum would evolve the learner to be more innovative and creative in the field of management and more importantly the area of specialization that they have chosen. It would also give an opportunity to the learners to explore the entrepreneurial avenues.

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

TY BMS SEMESTER – V**T.Y.BMS SEMESTER V - Elective Course (Finance)**

Course	Nomenclature	Credits	Topics
RJCUBMS501 A	Investment Analysis & Portfolio Management	3	<ol style="list-style-type: none"> 1. Introduction to Investment Environment 2. Risk - Return Relationship 3. Portfolio Management and Security Analysis 4. Theories, Capital Asset Pricing Model and Portfolio Performance Measurement
RJCUBMS502 A	Commodity & Derivatives Market	3	<ol style="list-style-type: none"> 1. Introduction to Commodities Market and Derivatives Market 2. Futures and Hedging 3. Options and Option Pricing Models 4. Trading, Clearing & Settlement In Derivatives Market and Types of Risk
RJCUBMS503 A	Wealth Management	3	<ol style="list-style-type: none"> 1. Introduction 2. Insurance Planning and Investment Planning 3. Financial Mathematics/ Tax and Estate Planning 4. Retirement Planning/ Income Streams & Tax Savings Schemes
RJCUBMS504 A	Direct Taxes	3	<ol style="list-style-type: none"> 1. Definitions and Residential Status 2. Heads of Income – I 3. Heads of Income – II 4. Deductions under Chapter VI A 5. Computation of Taxable Income of Individuals

T.Y.BMS SEMESTER V - Elective Course (Marketing)

Course	Nomenclature	Credits	Topics
RJCUBMS501 B	Services Marketing	3	<ol style="list-style-type: none">1. Introduction of Services Marketing2. Key Elements of Services Marketing Mix3. Managing Quality Aspects of Services Marketing4. Marketing of Services
RJCUBMS502 B	E-Commerce & Digital Marketing	3	<ol style="list-style-type: none">1. Introduction to E-commerce2. E-Business & Applications3. Payment, Security, Privacy & Legal Issues in E-Commerce4. Digital Marketing
RJCUBMS503 B	Sales & Distribution Management	3	<ol style="list-style-type: none">1. Introduction2. Market Analysis and Selling3. Distribution Channel Management4. Performance Evaluation, Ethics and Trends
RJCUBMS504 B	Customer Relationship Management	3	<ol style="list-style-type: none">1. Introduction to Customer Relationship Management2. CRM Marketing Initiatives, Customer Service and Data Management3. CRM Strategy, Planning, Implementation and Evaluation4. CRM New Horizons

T.Y.BMS SEMESTER V - Elective Course (Human Resource)

Course	Nomenclature	Credits	Topics
RJCUBMS501 C	Finance for HR Professionals & Compensation Management	3	<ol style="list-style-type: none"> 1. Compensation Plans and HR Professionals 2. Incentives and Wages 3. Compensation to Special Groups and Recent Trends 4. Legal and Ethical issues in Compensation
RJCUBMS502 C	Performance Management & Career Planning	3	<ol style="list-style-type: none"> 1. Performance Management – An Overview 2. Performance Management Process 3. Ethics, Under Performance and Key Issues in Performance Management 4. Career Planning and Development
RJCUBMS503 C	Talent & Competency Management	3	<ol style="list-style-type: none"> 1. Introduction to Talent Management 2. Talent Management System 3. Contemporary Issues and Current Trends in Talent Management 4. Competency Management and Competency Mapping
RJCUBMS504 C	Stress Management	3	<ol style="list-style-type: none"> 1. Understanding Stress 2. Managing Stress – I 3. Managing Stress – II 4. Stress Management Leading to Success

T.Y.B.M.S. Syllabus Semester V & VI**T.Y.BMS SEMESTER V - Core Course**

Course	Nomenclature	Credits	Topics
RJCUBMS505	Logistics & Supply Chain Management	4	<ol style="list-style-type: none"> 1. Overview of Logistics and Supply Chain Management 2. Elements of Logistics Mix 3. Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis 4. Recent Trends in Logistics and Supply Chain Management

T.Y.BMS SEMESTER V – Ability Enhancement Course (AEC)

Course	Nomenclature	Credits	Topics
RJCUBMS506	Corporate Communication & Public Relations	4	<ol style="list-style-type: none"> 1. Foundation of Corporate Communication 2. Understanding Public Relations 3. Functions of Corporate Communication and Public Relations 4. Emerging Technology in Corporate Communication and Public Relations.

TY BMS SEMESTER – VI**T.Y.BMS SEMESTER VI - Elective Course (Finance)**

Course	Nomenclature	Credits	Topics
RJCUBMS601 A	International Finance	3	<ol style="list-style-type: none"> 1. Fundamentals of International Finance 2. Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives 3. World Financial Markets & Institutions & Risks 4. Foreign Exchange Risk, Appraisal & Tax Management
RJCUBMS602 A	Innovative Financial Services	3	<ol style="list-style-type: none"> 1. Introduction to Traditional Financial Services 2. Issue Management and Securitization 3. Financial Services and its Mechanism 4. Consumer Finance and Credit Rating
RJCUBMS603 A	Project Management	3	<ol style="list-style-type: none"> 1. Introduction to Project Management & Project Initiation 2. Analyzing Project Feasibility 3. Budgeting, Cost & Risk Estimation in Project Management 4. New Dimensions in Project Management
RJCUBMS604 A	Indirect Taxes	3	<ol style="list-style-type: none"> 1. Introduction to Indirect Taxation and GST 2. Concept of Supply 3. Registration and Computation of GST 4. Filing of Returns

T.Y.BMS SEMESTER VI - Elective Course (Marketing)

Course	Nomenclature	Credits	Topics
RJCUBMS601 B	Brand Management	3	<ol style="list-style-type: none"> 1. Introduction to Brand Management 2. Planning and Implementing Brand Marketing Programs 3. Measuring and Interpreting Brand Performance 4. Growing and Sustaining Brand Equity
RJCUBMS602 B	Retail Management	3	<ol style="list-style-type: none"> 1. Retail Management- An overview 2. Retail Consumer and Retail Strategy 3. Merchandise Management and Pricing Managing and Sustaining Retail
RJCUBMS603 B	International Marketing	3	<ol style="list-style-type: none"> 1. Introduction to International Marketing & Trade 2. International Marketing Environment and Marketing Research 3. International Marketing Mix 4. Developments in International Marketing
RJCUBMS604 B	Media Planning & Management	3	<ol style="list-style-type: none"> 1. Overview of Media and Media Planning 2. Media Mix & Media Strategy 3. Media Budgeting, Buying & Scheduling 4. Media Measurement, Evaluation

T.Y.BMS SEMESTER VI - Elective Course (Human Resource)

Course	Nomenclature	Credits	Topics
RJCUBMS601 C	HRM in Global Perspective	3	<ol style="list-style-type: none"> 1. International HRM – An Overview 2. Global HRM Functions 3. Managing Expatriation and Repatriation 4. International HRM Trends and Challenges
RJCUBMS602 C	Organisational Development	3	<ol style="list-style-type: none"> 1. Organisational Development – An Overview 2. Organisational Diagnosis, Renewal and Change 3. OD Interventions 4. OD Effectiveness
RJCUBMS603 C	HRM in Service Sector Management	3	<ol style="list-style-type: none"> 1. Service Sector Management- An Overview 2. Managing Human Element in Service Sector 3. Issues and Challenges of HR in Service Sector 4. HRP Evaluation, Attrition, Retention & Globalization
RJCUBMS604 C	Indian Ethos in Management	3	<ol style="list-style-type: none"> 1. Indian Ethos – An Overview 2. Work Ethos and Values 3. Stress Management 4. Indian Systems of Learning

T.Y.B.M.S. Syllabus Semester V & VI**T.Y.BMS SEMESTER VI - Core Course**

Course	Nomenclature	Credits	Topics
RJCUBMS605	Operation Research	4	<ol style="list-style-type: none">1. Introduction to Operations Research and Linear Programming2. Assignment and Transportation Models3. Network Analysis4. Job Sequencing and Theory of Games

T.Y.BMS SEMESTER VI – Ability Enhancement Course (AEC)

Course	Nomenclature	Credits	Topics
RJCUBMS606	Project Work	4	Research Report Submission & Viva Voce

T.Y.BMS SEMESTER V - Elective Course (Finance)

SEMESTER V (PRACTICAL)		L	Cr
Subject Investment Analysis & Portfolio Management	Paper Code: RJCUBMS501A	60	3
UNIT I		15	
Introduction to Investment Environment			
<ul style="list-style-type: none"> a) Introduction to Investment Environment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives b) Capital Market in India: Introduction, Concepts of Investment Banks its Role and Functions, Stock Market Index, The NASDAQ, SDL, NSDL, Benefits of Depository Settlement, Online Share Trading and its Advantages, Concepts of Small cap, Large cap, Midcap and Penny stocks 			
UNIT II		20	
Risk - Return Relationship			
<ul style="list-style-type: none"> Meaning, Types of Risk- Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Practical Problems on Calculation of Standard Deviation, Variance and Beta. 			
UNIT III		15	
Portfolio Management and Security Analysis			
<ul style="list-style-type: none"> a) Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix. b) Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.) 			
UNIT IV		10	
Theories, Capital Asset Pricing Model and Portfolio Performance Measurement			
<ul style="list-style-type: none"> a) Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory b) Capital Asset Pricing Model: Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line 			

T.Y.B.M.S. Syllabus Semester V & VI

<ul style="list-style-type: none"> c) Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems) 		
--	--	--

TY BMS	Semester V (Practical)
RJCUBMS501A Investment Analysis & Portfolio Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To acquaint the learners with various concepts of finance. • To understand the terms which are often confronted while reading newspapers, magazines, etc for better correlation with the practical world to understand various models and techniques of security and portfolio analysis <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets. • Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio. • Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

SEMESTER V (PRACTICAL)		L	Cr
Subject: Commodity & Derivatives Market	Paper Code: RJCUBMS502A	60	3
UNIT I		15	
Introduction to Commodities Market and Derivatives Market			
<ul style="list-style-type: none"> • a) Introduction to Commodities Market : Meaning, History & Origin, Types of Commodities Traded, Structure of Commodities Market in India, Participants in Commodities Market, Trading in Commodities in India(Cash & Derivative Segment), Commodity Exchanges in India & Abroad, Reasons for Investing in Commodities • b) Introduction to Derivatives Market: Meaning, History & Origin, Elements of a Derivative Contract, Factors Driving Growth of Derivatives Market, Types of Derivatives, Types of Underlying Assets, Participants in Derivatives Market, Advantages & Disadvantages of Trading in Derivatives Market, Current Volumes of Derivative Trade in India, Difference between Forwards & Futures. 			
UNIT II		15	
Futures and Hedging			
<ul style="list-style-type: none"> • a) Futures: Futures Contract Specification, Terminologies, Concept of Convergence, Relationship between Futures Price & Expected Spot Price, Basis & Basis Risk, Pricing of Futures Contract, Cost of Carry Model • b) Hedging: Speculation & Arbitrage using Futures, Long Hedge – Short Hedge, Cash & Carry Arbitrage, Reverse Cash & Carry Arbitrage, Payoff Charts & Diagrams for Futures Contract, Perfect & Imperfect Hedge 			
UNIT III		15	
Options and Option Pricing Models			
<ul style="list-style-type: none"> • a) Options: Options Contract Specifications, Terminologies, Call Option, Put Option, Difference between Futures & Options, Trading of Options, Valuation of Options Contract, Factors affecting Option Premium, Payoff Charts & Diagrams for Options Contract, Basic Understanding of Option Strategies • b) Options Pricing Models: Binomial Option Pricing Model, Black - Scholes Option Pricing Model 			

UNIT IV	15	
Trading, Clearing & Settlement In Derivatives Market and Types of Risk		
<ul style="list-style-type: none"> • a) Trading, Clearing & Settlement In Derivatives Market: Meaning and Concept, SEBI Guidelines, Trading Mechanism – Types of Orders, Clearing Mechanism – NSCCL – its Objectives & Functions, Settlement Mechanism – Types of Settlement • b) Types of Risk: Value at Risk, Methods of calculating VaR, Risk Management Measures , Types of Margins, SPAN 		

TY BMS	Semester V (Practical)
RJCUBMS502A Commodity & Derivatives Market	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To understand the concepts related to Commodities and Derivatives market . ● To study the various aspects related to options and futures ● To acquaint learners with the trading, clearing and settlement mechanism in derivatives market. <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> ● Students will understand the characteristics of different financial assets such as commodities market instruments, and how to buy and sell these assets in commodities markets. ● Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio. ● Students will know how to apply different valuation models to evaluate and how to use different derivative securities to manage their investment risks.

SEMESTER V (PRACTICAL)		L	Cr
Subject: Wealth Management	Paper Code: RJCUBMS503A	60	3
UNIT I		14	
Introduction			
<ul style="list-style-type: none"> • a) Introduction To Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients, Code of Ethics for Wealth Manager • b) Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. • c) Economic Environment Analysis: Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent. 			
UNIT II		16	
Insurance Planning and Investment Planning			
<ul style="list-style-type: none"> • a) Insurance Planning: Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value - Belth Method/CPT • b) Investment Planning: Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies (Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies 			
UNIT III		15	
Financial Mathematics/ Tax and Estate Planning			
<ul style="list-style-type: none"> • a) Financial Mathematics: Calculation of Returns (CAGR, Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios • b) Tax and Estate Planning: Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts – Types of Will – Requirements of a Valid Will – Trust – Deductions - Exemptions 			

UNIT IV	15	
Retirement Planning/ Income Streams & Tax Savings Schemes		
<ul style="list-style-type: none"> • a) Retirement Planning: Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment • b) Income Streams & Tax Savings Schemes: Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes 		

TY BMS	Semester V (Practical)
RJCUBMS503A Wealth Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Economic indicators, different ratio , where to invest and how much to invest, right time to invest , calculate ROI, different sec to save tax.. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • As a wealth manger the students will be handling customer money they will have to knowledge to calculate the ROI factor which will effect market growth when is the right time to invest, which investment is the safest and where there is a risk.

SEMESTER V (PRACTICAL)		L	Cr
Subject: Direct Taxes	Paper Code: RJCUBMS504A	60	3
UNIT I		10	
Definitions and Residential Status			
<ul style="list-style-type: none"> • Basic Terms (S. 2,3,4) • Assessee, Assessment, Assessment Year, Annual Value, Business, Capital Assets, Income, Previous Year, Person, Transfer. • Determination of Residential Status of Individual, Scope of Total Income (S.5) 			
UNIT II		15	
Heads of Income – I			
<ul style="list-style-type: none"> • Salary (S.15-17) • Income from House Property (S. 22-27) • Profit & Gain from Business and Profession(S. 28, 30,31,32, 35, 35D,36,37, 40, 40A and 43B) 			
UNIT III		15	
Heads of Income - II			
<ul style="list-style-type: none"> • Capital Gain (S. 45, 48, 49, 50 and 54) • Income from other sources (S.56- 59) • Exclusions from Total Income (S.10) • (Exclusions related to specified heads to be covered with relevant heads of income). 			
UNIT IV		10	
Deductions under Chapter VI A			
<ul style="list-style-type: none"> • Deductions from Total Income • S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA 			
UNIT V		10	
Computation of Taxable Income of Individuals			

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Computation of Total Income and Taxable Income of Individuals • Computation of tax on income of Individuals with revised slab rates | | |
|--|--|--|

TY BMS	Semester V (Practical)
RJCUBMS504A Direct Taxes	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Demonstrate knowledge of the concepts, principles, and rules of taxation of individuals and small businesses; • Recognize tax planning opportunities and recommend appropriate tax-saving strategies for decision making; • Address tax situations for a variety of taxpayers, such as wage earners, salespersons, owners of small business, professionals, investors, home and rental property owners, farmers, etc., • Provide students with an understanding of the income tax system in a range of contexts. • Provide knowledge of fundamental concepts of income tax laws. • Enable students to develop experience in identifying tax issues and applying the income tax law to arrive at reasoned solutions to problems. <p><u>Learning Outcome:</u></p> <p>On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Identify and apply fundamental concepts of income tax law. • Investigate and analyse current income tax information and issues. • Communicate effectively orally income tax information and solutions to income tax issues. • Communicate effectively in writing income tax information and solutions to income tax issues. • Students will apply critical thinking and problem solving skills related to taxation of individuals, flow through entities, and corporations. In addition, students will recognize potential opportunities for tax savings and tax planning. • Students will convert complex and technical tax terminology into language that translates to non-technical audiences. This outcome allows students to demonstrate strong interpersonal communication skills that build relationships with clients over time, and be able to prepare work products with careful attention to word choice, tone, and accuracy.

T.Y.BMS SEMESTER V - Elective Course (Marketing)

SEMESTER V (THEORY)		L	Cr
Subject: Services Marketing	Paper Code: RJCUBMS501B	60	3
UNIT I		15	
Introduction of Services Marketing			
<ul style="list-style-type: none"> ● Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services ● Role of Services in Modern Economy, Services Marketing Environment ● Goods vs Services Marketing, Goods Services Continuum ● Consumer Behaviour, Positioning a Service in the Market Place ● Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty ● Type of Contact: High Contact Services and Low Contact Services ● Sensitivity to Customers' Reluctance to Change 			
UNIT II		20	
Key Elements of Services Marketing Mix			
<ul style="list-style-type: none"> ● The Service Product, Pricing Mix, Promotion & Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting ● Branding of Services – Problems and Solutions ● Options for Service Delivery. 			
UNIT III		15	
Managing Quality Aspects of Services Marketing			
<ul style="list-style-type: none"> ● Improving Service Quality and Productivity ● Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality ● The SERVQUAL Model ● Defining Productivity – Improving Productivity ● Demand and Capacity Alignment 			
UNIT IV		10	
Marketing of Services			

T.Y.B.M.S. Syllabus Semester V & VI

<ul style="list-style-type: none"> ● International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing ● Factors Favouring Transnational Strategy ● Elements of Transnational Strategy ● Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry ● Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector 		
---	--	--

TY BMS	Semester V (Theory)
RJCUBMS501B Services Marketing	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● Additional P in service marketing, Service gap, Globalization and Industrization effect on market, quality check with regards to people in service industry. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● As marketing students they will be catering to airline, hotel, Travel and tourism, Healthcare, education where service plays and important role this knowledge will help them to overcome the hurdles they will face.

SEMESTER V (PRACTICAL)		L	Cr
Subject: E-Commerce & Digital Marketing	Paper Code: RJCUBMS502B	60	3
UNIT I		15	
Introduction to E-commerce			
<ul style="list-style-type: none"> ● Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages & Limitations of E-Commerce, Traditional Commerce & E-Commerce ● Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural & Social ● Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce ● Impact of E-Commerce on Business, Ecommerce in India ● Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education ● Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce 			
UNIT II		15	
E-Business & Applications			
<ul style="list-style-type: none"> ● E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business ● Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning ● Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks & Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading. ● Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI. ● Website : Design and Development of Website, Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website 			
UNIT III		15	
Payment, Security, Privacy & Legal Issues in E-Commerce			

T.Y.B.M.S. Syllabus Semester V & VI

<ul style="list-style-type: none"> ● Issues Relating to Privacy and Security in E-Business ● Electronic Payment Systems: Features, Different Payment Systems: Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer. ● Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway. ● Types of Transaction Security ● E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000 		
UNIT IV	10	
Digital Marketing		
<ul style="list-style-type: none"> ● Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing. ● Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing & Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts & Vodcasts. ● Digital Marketing on various Social Media platforms. ● Online Advertisement, Online Marketing Research, Online PR ● Web Analytics ● Promoting Web Traffic ● Latest developments and Strategies in Digital Marketing 		

TY BMS	Semester V (Theory)
RJCUBMS502B E-Commerce & Digital Marketing	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> ● To understand increasing significance of E-Commerce and its applications in Business and Various Sectors ● To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business ● To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organisation.. <p><u>Learning Outcome:</u></p> <p>On successful completion of this module, the learner will be able to:</p> <ul style="list-style-type: none"> ● The students can explain the role and importance of digital marketing in a rapidly changing business and landscape. ● Will have brief and vital information regarding e-commerce and can discuss the key elements of a digital marketing and its related strategies. ● Illustrate how the effectiveness of a digital marketing campaign can be measured. ● Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

SEMESTER V (PRACTICAL)		L	Cr
Subject: Sales & Distribution Management	Paper Code: RJCUBMS503A	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> ● a) Sales Management: Meaning, Role of Sales Department, Evolution of Sales Management, Interface of Sales with Other Management Functions Qualities of a Sales Manager ● Sales Management: Meaning, Developments in Sales Management-Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. ● Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure ● b) Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels. ● c) Integration of Marketing, Sales and Distribution 			
UNIT II		20	
Market Analysis and Selling			
<ul style="list-style-type: none"> ● a) Market Analysis: Market Analysis and Sales Forecasting, Methods of Sales Forecasting Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota Factors Determining Fixation of Sales Quota Assigning Territories to Salespeople ● b) Selling: Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy Difference Between Consumer Selling and Organizational Selling Difference Between National Selling and International Selling. 			

UNIT III	15	
Distribution Channel Management		
<ul style="list-style-type: none"> ● Management of Distribution Channel – Meaning & Need ● Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler ● Choice of Distribution System – Intensive, Selective, Exclusive ● Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost ● Factors Affecting Effective Management Of Distribution Channels ● Channel Design ● Channel Policy ● Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict ● Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution ● Motivating Channel Members ● Selecting Channel Partners ● Evaluating Channels ● Channel Control 		
UNIT IV	10	
Performance Evaluation, Ethics and Trends		
<ul style="list-style-type: none"> ● a) Evaluation & Control of Sales Performance: <ul style="list-style-type: none"> Sales Performance – Meaning Methods of Supervision and Control of Sales Force Sales Performance Evaluation Criteria- Key Result Areas (KRAs) Sales Performance Review Sales Management Audit ● b) Measuring Distribution Channel Performance: <ul style="list-style-type: none"> Evaluating Channels- Effectiveness, Efficiency and Equity Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit ● c) Ethics in Sales Management ● d) New Trends in Sales and Distribution Management 		

TY BMS	Semester V (Theory)
RJCUBMS503B Sales & Distribution Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To Develop & Understand S & D process in Organisation ● To Familiarize with concepts, approaches & the practical aspects of the key decision making variable in S & D channel Management. ● To Understand the impact of IT on S & D

	<ul style="list-style-type: none">● To Provide an insight in Ethical Performance of S &D <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The Learners understand the various concept of S & D & key variable affecting S & D● The Learners also would have understood the importance of IT in S & D Management
--	--

SEMESTER V (PRACTICAL)		L	Cr
Subject :Customer Relationship Management	Paper Code: RJCUBMS504B	60	3
UNIT I		15	
Introduction to Customer Relationship Management			
<ul style="list-style-type: none"> ● Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners ● Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM ● Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges 			
UNIT II		15	
CRM Marketing Initiatives, Customer Service and Data Management			
<ul style="list-style-type: none"> ● CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing ● CRM and Customer Service: Call Center and Customer Care: Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement, Call-Scripting, Cyber Agents and Workforce Management ● CRM and Data Management: Types of Data: Reference Data, Transactional Data, Warehouse Data and Business View Data, Identifying Data Quality Issues, Planning and Getting Information Quality, Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting. 			
UNIT III		15	
CRM Strategy, Planning, Implementation and Evaluation			
<ul style="list-style-type: none"> ● Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits ● Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy ● Planning and Implementation of CRM: Business to Business CRM, Sales and 			

T.Y.B.M.S. Syllabus Semester V & VI

<p>CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management</p> <ul style="list-style-type: none"> ● CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement ● CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change 		
UNIT IV	15	
CRM New Horizons		
<ul style="list-style-type: none"> ● e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM: ● Software App for Customer Service: ● Activity Management, Agent Management, Case Assignment, Contract Management, Customer Self Service, Email Response Management, Escalation, Inbound Communication Management, Invoicing, Outbound Communication Management, Queuing and Routing, Scheduling ● Social Networking and CRM ● Mobile-CRM ● CRM Trends, Challenges and Opportunities ● Ethical Issues in CRM 		

TY BMS	Semester V (Theory)
<p>RJCUBMS504B Customer Relationship Management</p>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To Understand the Concept of CRM & Implementation of CRM. ● To Provide an insight into CRM marketing initiatives, customer services & designing CRM Strategy. ● To Understand New Trends in CRM, Challenges & Opportunities for Organisations. ● To Understand the importance of Data Management in CRM. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The Learners understand the importance of Customer Data Management ● The Learners also understand the challenges & opportunities available through Data Management in CRM ● The Learner understand the organisation perspective towards importance of CRM

T.Y.BMS SEMESTER V - Elective Course (Human Resource)

SEMESTER V (THEORY)		L	Cr
Subject: Finance for HR Professionals & Compensation Management	Paper Code: RJCUBMS501C	60	3
UNIT I		15	
Compensation Plans and HR Professionals			
<ul style="list-style-type: none"> ● Meaning, Objectives of Compensation Plans, Role of HR Professionals in Compensation Plans, Types of Compensation: Financial and non-financial, Factors Influencing Compensation ● Compensation Tools: Job based and Skill based, Models: Distributive Justice Model and Labour Market Model, Dimensions of Compensation ● 3 Ps Compensation Concept, Benefits of Compensation: Personal, Health and Safety, Welfare, Social Security ● Pay Structure: Meaning, Features, Factors, Designing the Compensation System, Compensation Scenario in India. 			
UNIT II		15	
Overview of Employee Welfare			
<ul style="list-style-type: none"> ● Incentive Plans – Meaning and Types: Piecework, Team, Incentives for Managers and Executives, Salespeople, Merit pay, Scanlon Pay, Profit Sharing Plan, ESOP, Gain Sharing, Earning at Risk plan, Technology and Incentives. Prerequisites of an Effective Incentive System ● Wage Differentials: Concepts, Factors contributing to Wage Differentials, Types of Wage Differentials, Importance of Wage Differentials, Elements of a Good Wage Plan. ● Theories of Wages: Subsistence Theory, Wage Fund Theory, Marginal Productivity Theory, Residual Claimant Theory, Bargaining Theory. 			
UNIT III		15	
Welfare and Work Environment Management			
<ul style="list-style-type: none"> ● Compensation for Special Groups: Team Based pay, Remunerating Professionals, Contract Employees, Corporate Directors, CEOs, Expatriates and Executives. ● Human Resource Accounting – Meaning, Features, Objectives and Methods ● Recent Trends: Golden Parachutes, e-Compensation, Salary Progression Curve, Competency and Skill based, Broad banding and New Pay, Cafeteria approach – Features, Advantages and Disadvantages. 			

UNIT IV	15	
Workers Participation and Employee Grievance		
<ul style="list-style-type: none"> ● Legal Framework of Compensation in India: Wage Policy in India, Payment of Bonus Act 1965, Equal Remuneration Act 1976, Payment of Wages Act 1936, Payment of Gratuity Act 1972, Employee Compensation Act 1923, Employees Provident Funds and Miscellaneous Provision Act 1952. ● Pay Commissions, Wage Boards, Adjudication, Legal considerations, COBRA requirement, Pay Restructuring in Mergers and Acquisitions, Current Issues and Challenges in Compensation Management, Ethics in Compensation Management 		

TY BMS	Semester V (Theory)
RJCUBMS501C Finance for HR Professionals & Compensation Management	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> ● To orient HR professionals with financial concepts to enable them to ● make prudent HR decisions ● To understand the various compensation plans ● To study the issues related to compensation management and understand the legal framework of compensation management <p><u>Learning Outcome:</u> Students will be able to:</p> <ul style="list-style-type: none"> ● Understand and practically implement compensation plans ● Legal framework related to compensation ● Financial concepts related to compensation management ● Challenges and issues faced by companies in HR compensation

SEMESTER V (THEORY)		L	Cr
Subject: Performance Management & Career Planning	Paper Code: RJCUBMS502C	60	3
UNIT I		12	
Performance Management – An Overview			
<ul style="list-style-type: none"> • Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle • Best Practices in Performance Management, Future of Performance Management. • Role of Technology in Performance Management 			
UNIT II		13	
Performance Management Process			
<ul style="list-style-type: none"> • Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle • Best Practices in Performance Management, Future of Performance Management. <ul style="list-style-type: none"> • Role of Technology in Performance Management 			
UNIT III		17	
Ethics, Under Performance and Key Issues in Performance Management			
<ul style="list-style-type: none"> • Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management • Under Performers and Approaches to Manage Under Performers, Retraining • Key Issues and Challenges in Performance Management • Potential Appraisal: Steps, Advantages and Limitations. 			

<ul style="list-style-type: none"> Pay Criteria -Performance related pay, Competence related pay, Team based pay, Contribution related pay. 		
UNIT IV	18	
Career Planning and Development		
<ul style="list-style-type: none"> Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives Role of Technology in Career Planning and Development Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model New Organizational Structures and Changing Career Patterns 		

TY BMS	Semester V (Theory)
RJCUBMS502C Performance Management & Career Planning	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> To Understand Performance Management & its linkage to HR Functions, Role of technology in PM To Understand Performance Management Process. To understand the various ways to handle under performers & provide an insight in Ethical Performance Management To Understand New organisation structures, along with Career Planning & Development Model & Patterns <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> The Learner understands the importance of IT in Performance Management The Learner understands different ways to handle under performers. The Learner understand the importance of ethics in Performance Management. The Learner understand various organisational structures & ways to help employees in Career Planning

SEMESTER V (THEORY)		L	Cr
Subject: Talent & Competency Management	Paper Code: RJCUBMS503C	60	3
UNIT I		12	
Introduction to Talent Management			
<ul style="list-style-type: none"> • Talent Management – Meaning, History, Scope of Talent Management, Need of Talent Management • Benefits and Limitations of Talent Management • Principles of Talent Management • Source of Talent Management • Talent Gap – Meaning, Strategies to Fill Gaps • The Talent Value Chain • Role of HR in Talent Management • Role of Talent Management in building Sustainable Competitive Advantage to an Organization 			
UNIT II		13	
Talent Management System			
<ul style="list-style-type: none"> • Talent Management System – Meaning, Key Elements of Talent Management System • Critical Success Factors to Create Talent Management System • Building Blocks for Talent Management - Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System • Life Cycle of Talent Management - Meaning, Steps in Talent Management Process, Importance of Talent Management Process, Essentials of Talent Management Process • Approaches to Talent Management • Talent Management Strategy – Meaning, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies • Talent Management and Succession Planning 			
UNIT III		17	
Contemporary Issues and Current Trends in Talent Management			
<ul style="list-style-type: none"> • Role of Information Technology in Effective Talent Management Systems, Talent Management Information System, Creating Business Value through 			

T.Y.B.M.S. Syllabus Semester V & VI

Information Technology, Five Steps to a Talent Management Information Strategy		
<ul style="list-style-type: none"> • Contemporary Talent Management Issues, Talent Management Challenges • Current Trends in Talent Management • Best Practices of Talent Management • Ethical and Legal Obligations Associated with Talent Management • Talent Management in India. 		
UNIT IV	18	
Competency Management and Competency Mapping		
<ul style="list-style-type: none"> • Concept of Competency and Competence, Competence v/s Competency • Types of Competencies, Benefits and Limitations of implementing competencies • Iceberg Model of Competency • Competency Management – Meaning, Features and Objectives • Benefits and Challenges of Competency Management • Competency Development – Meaning, Process • Competency Mapping - Meaning, Features, Need and importance of competency mapping • Methods of Competency Mapping, Steps in Competency Mapping 		

TY BMS	Semester V (Theory)
RJCUBMS503C Talent & Competency Management	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • To understand key talent management & competency management concepts • To understand the concept and importance of competency mapping • To understand the role of talent management and competency management in building sustainable competitive advantage to an organization • To know the ethical and legal obligations associated with talent management <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The Learner understands the importance of IT in Talent Management • The Learner understands different ways to handle talented persons. • The Learner understand the importance of ethics in Talent Management.

SEMESTER V (THEORY)		L	Cr
Subject: Stress Management	Paper Code: RJCUBMS504C	60	3
UNIT I		15	
Understanding Stress			
<ul style="list-style-type: none"> • Stress – concept, features, types of stress • Relation between Stressors and Stress • Potential Sources of Stress – Environmental, Organizational and Individual • Consequences of Stress – Physiological, Psychological and Behavioural Symptoms • Stress at work place – Meaning, Reasons • Impact of Stress on Performance • Work Stress Model • Burnout – Concept • Stress v/s Burnout 			
UNIT II		15	
Managing Stress – I			
<ul style="list-style-type: none"> • Pre-requisites of Stress-free Life • Anxiety - Meaning, Mechanisms to cope up with anxiety • Relaxation - Concept and Techniques • Time Management - Meaning, Importance of Time Management • Approaches to Time Management • Stress Management - Concept, Benefits • Managing Stress at Individual level • Role of Organization in Managing Stress/ Stress Management Techniques • Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented 			
UNIT III		15	
Managing Stress – II			
<ul style="list-style-type: none"> • Models of Stress Management - Transactional Model, Health Realization/ Innate Health Model • General Adaption Syndrome (GAS) - Concept, Stages • Measurement of Stress Reaction - The Physiological Response, The Cognitive Response, The Behavioural Response. • Stress prevention mechanism - Stress management through mind control and purification theory and practice of yoga education. • Stress management interventions: primary, secondary, tertiary. 			

T.Y.B.M.S. Syllabus Semester V & VI

<ul style="list-style-type: none"> • Meditation – Meaning, Importance • Role of Pranayama, Mantras, Nutrition, Music, Non-violence in stress control 		
UNIT IV	15	
Stress Management Leading to Success		
<ul style="list-style-type: none"> • Eustress – Concept, Factors affecting Eustress • Stress Management Therapy - Concept, Benefits • Stress Counselling - Concept • Value education for stress management • Stress and New Technology • Stress Audit Process • Assessment of Stress - Tools and Methods • Future of Stress Management 		

TY BMS	Semester V (Theory)
RJCUBMS504C Stress Management	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • To understand the nature and causes of stress in organizations • To familiarize the learners with the stress prevention mechanism • To understand the strategies that help cope with stress • To be able to apply stress management principles in order to achieve high levels of performance • To enable to learners to adopt effective strategies, plans and techniques to deal with stress <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The learners will be able to identify causes of stress in organizations. • The learners will be able apply stress management principles in order to achieve high levels of performance. • The learners will be able to adopt effective strategies, plans and techniques to deal with stress

SEMESTER V (THEORY)		L	Cr
Subject: Logistics and Supply Chain Management	Paper Code: RJCUBMS505	60	4
UNIT I		15	
Overview of Logistics and Supply Chain Management			
<ul style="list-style-type: none"> • a) Introduction to Logistics Management Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment • b) Introduction to Supply Chain Management Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration • c) Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers • d) Demand Forecasting Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average) 			
UNIT II		15	
Elements of Logistics Mix			
<ul style="list-style-type: none"> • a) Transportation Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation- Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation • b) Warehousing Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing • c) Materials Handling Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments • d) Packaging Introduction, Objectives of Packaging, Functions/Benefits of Packaging, 			

T.Y.B.M.S. Syllabus Semester V & VI

Design Considerations in Packaging, Types of Packaging Material, Packaging Costs		
UNIT III	15	
Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis		
<ul style="list-style-type: none"> • a) Inventory Management Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numerical - EOQ and Reorder levels) • b) Logistics Costing Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing • c) Performance Measurement in Supply Chain Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System • d) Logistical Network Analysis Meaning, Objectives, Importance, Scope, RORO/LASH 		
UNIT IV	15	
Recent Trends in Logistics and Supply Chain Management		
<ul style="list-style-type: none"> • a) Information Technology in Logistics Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure • b) Modern Logistics Infrastructure Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains • c) Logistics Outsourcing Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition • d) Logistics in the Global Environment Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management 		

TY BMS	Semester V (Theory)
RJCUBMS505	<u>Course Outcomes:</u>

Logistics & Supply Chain Management	<ul style="list-style-type: none">● To provide students with basic understanding of concepts of logistics and supply chain management.● To introduce students to the key activities performed by the logistics function.● To provide an insight in to the nature of supply chain, its functions and supply chain systems.● To understand global trends in logistics and supply chain management <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The learner will understand the practicality of various functions of Logistics and Supply Chain Management.● The learner would similarity and difference between logistics and supply chain management● The learner would operate the logistics mix and supply chain mix not only from the domestic areas but also internationally perspectives.
-------------------------------------	--

SEMESTER V (THEORY)		L	Cr
Subject: Corporate Communication & Public Relations	Paper Code: RJCUBMS506	60	4
UNIT I		15	
Foundation of Corporate Communication			
<ul style="list-style-type: none"> • a) Corporate Communication: Scope and Relevance Introduction, Meaning, Scope, Corporate Communication in India, Need/ Relevance of Corporate Communication in Contemporary Scenario • b) Keys concept in Corporate Communication Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation • c) Ethics and Law in Corporate Communication Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI 			
UNIT II		15	
Understanding Public Relations			
<ul style="list-style-type: none"> • a) Fundamental of Public Relations: Introduction, Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business • b) Emergence of Public Relations: Tracing Growth of Public Relations, Public Relations in India, Reasons for Emerging International Public Relations • c) Public Relations Environment: Introduction, Social and Cultural Issues, Economic Issues, Political Issues, Legal Issues • d) Theories used in Public Relations: Systems Theory, Situational Theory, Social Exchange Theory, Diffusion Theory 			
UNIT III		15	
Functions of Corporate Communication and Public Relations			
<ul style="list-style-type: none"> • a) Media Relations: Introduction, Importance of Media Relations, Sources of Media Information, Building Effective Media Relations, Principles of Good Media Relations 			

<ul style="list-style-type: none"> • b) Employee Communication: Introduction, Sources of Employee Communications, Organizing Employee Communications, Benefits of Good Employee Communications, Steps in Implementing An Effective Employee Communications Programme, Role of Management in Employee Communications • c) Crisis Communication: Introduction, Impact of Crisis, Role of Communication in Crisis, Guidelines for Handling Crisis, Trust Building • d) Financial Communication: Introduction, Tracing the Growth of Financial Communication in India, Audiences for Financial Communication, Financial Advertising 		
UNIT IV	15	
Emerging Technology in Corporate Communication and Public Relations.		
<ul style="list-style-type: none"> • a) Contribution of Technology to Corporate Communication Introduction, Today's Communication Technology, Importance of Technology to Corporate Communication, Functions of Communication Technology in Corporate Communication, Types of Communication Technology, New Media: Web Conferencing, Really Simple Syndication (RSS) • b) Information Technology in Corporate Communication Introduction, E-media Relations, E-internal Communication, E-brand Identity and Company Reputation • c) Corporate Blogging Introduction, Defining Corporate Blogging, Characteristics of a Blog, Types of Corporate Blogs, Role of Corporate Blogs, Making a Business Blog 		

TY BMS	Semester V (Theory)
RJCUBMS506 Corporate Communication & Public Relations	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To provide the students with basic understanding of the concepts of corporate communication and public relations • To introduce the various elements of corporate communication and consider their roles in managing organizations • To examine how various elements of corporate communication must be coordinated to communicate effectively To develop critical understanding of the different practices associated with corporate communication <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The learner will understand of the concepts of corporate communication and public relations. • The learner will be able to use various elements of corporate communication must be coordinated to communicate effectively.

T.Y.BMS SEMESTER VI - Elective Course (Finance)

SEMESTER VI (THEORY & PRACTICAL)		L	Cr
Subject: International Finance	Paper Code: RJCUBMS601A	60	3
UNIT I		15	
Fundamentals of International Finance			
<p>a) Introduction to International Finance: Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</p> <p>b) Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments, Balance of Payment Identity Indian Heritage in Business, Management, Production and Consumption.</p> <p>c) International Monetary Systems: Evolution of International Monetary System , Gold Standard System , Bretton Woods System, Flexible Exchange Rate Regimes – 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed & Flexible Exchange Rate System</p> <p>d) An introduction to Exchange Rates: Foreign Bank Note Market, Spot Foreign Exchange Market Exchange Rate Quotations Direct & Indirect Rates Cross Currency Rates Spread & Spread % Factors Affecting Exchange Rates Understand the trade policies & barriers</p>			
UNIT II		15	
Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives			
<p>a) Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions & Settlement Date, Exchange Rate Quotations & Arbitrage, Forward Quotations (Annualized Forward Margin)</p> <p>b) International Parity Relationships & Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity & Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets & Interest Rates (Domestic & Offshore Markets, Money Market Instruments)</p>			

c) Currency & Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures & Futures Style Options), Futures Contracts, Markets & the Trading Process, Hedging & Speculation with Interest Rate Futures, Currency Options in India		
UNIT III	15	
World Financial Markets & Institutions & Risks		
a) Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market (Deposit, Loan, Notes Market), Types of Euro Bonds, Innovation in the Euro Bond Markets, Competitive Advantages of Euro Banks, Control & Regulation of Euro Bond Market b) International Equity Markets & Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk & Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR, GDR, IDR c) International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope & Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market d) International Capital Budgeting: Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV		
UNIT IV	15	
Foreign Exchange Risk, Appraisal & Tax Management		
a) Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade & Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage & Speculation b) International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities c) International Project Appraisal: Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal.		

TY BMS	Semester VI (Practical)
--------	-------------------------

<p>RJCUBMS601A International Finance</p>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">● To Understand fundamentals of International Finance● To Understand foreign exchange markets, along with exchange rate determination & Currency derivatives● To Understand world financial markets, working of various institutions● To Understand the Risk & Manage the Risk & Taxes● To Understand the Project Appraisal & Various approaches to it. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The Learner would understand the currency working, determination of exchange rate & Risk Management Techniques.● The Learner would understand stock trading (ADR & GDR) in different Markets● The Learner would understand global Risk on the currency valuation
--	---

SEMESTER VI (THEORY & PRACTICAL)		L	Cr
Subject: Innovative Financial Services	Paper Code: RJCUBMS602A	60	3
UNIT I		15	
Introduction to Traditional Financial Services			
<p>a) Financial Services: Concept, Objectives/Functions, Characteristics, Financial Service Market, Financial Service Market Constituents, Growth of Financial Services in India, Problems in Financial Services Sector, Banking and Non-Banking Companies, Regulatory Framework</p> <p>b) Factoring and Forfaiting: Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring v/s Forfaiting, Working of Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems.</p> <p>c) Bill Discounting: Introduction, Framework, Bill Market Schemes, Factoring V/s Bill Discounting in Receivable Management.</p>			
UNIT II		15	
Issue Management and Securitization			
<p>a) Issue Management and Intermediaries: Introduction, Merchant Bankers/ Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</p> <p>b) Stock Broking: Introduction, Stock Brokers, SubBrokers, Foreign Brokers, Trading and Clearing/Self Clearing Members, Stock Trading (Cash and Normal) Derivative Trading</p> <p>c) Securitization: Definition, Securitization v/s Factoring, Features of Securitization, Pass Through Certificates, Securitization Mechanism, Special Purpose Vehicle, Securitisable Assets, Benefits of Securitization, New Guidelines on Securitization</p>			
UNIT III		15	
Financial Services and its Mechanism			
a) Lease and Hire-Purchase:			

<p>Meaning, Types of Lease - Finance Lease, Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing. Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase.</p> <p>b) Housing Finance: Introduction, Housing Finance Industry, Housing Finance Policy Aspect, Sources of Funds, Market of Housing Finance, Housing Finance in India-Major Issues, Housing Finance in India – Growth Factors, Housing Finance Institutions in India, National Housing Bank (NHB), Guidelines for Asset Liability Management System in HFC, Fair Trade Practice Code for HFC's, Housing Finance Agencies</p>		
UNIT IV	15	
Consumer Finance and Credit Rating		
<p>a) Consumer Finance: Introduction, Sources, Types of Products, Consumer Finance Practice in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance</p> <p>b) Plastic Money: Growth of Plastic Money Services in India, Types of Plastic Cards- Credit card- Debit Card- Smart card- Add-on Cards, Performance of Credit Cards and Debit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. Indian Scenario. Smart Cards- Features, Types, Security Features and Financial Applications</p> <p>c) Credit Rating: Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols. Credit Rating Agencies in India, Limitations of Rating</p>		

TY BMS	Semester VI (Practical)
RJCUBMS602A Innovative Financial Services	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● Familiarize with fundamental aspects of various issues associated with various financial services. ● To give comprehensive overview of financial services ● Emerging financial services in the light of globalization. ● To introduce Basic concept , functions, process, techniques of financial services <p><u>Learning Outcome:</u> Each student should be able to do the following:</p> <ul style="list-style-type: none"> ● Equity and debt market in India. ● Stock exchange marker in India. ● Process of Initial public offering.

T.Y.B.M.S. Syllabus Semester V & VI

- | | |
|--|--|
| | <ul style="list-style-type: none">● Role of merchant bankers.● Different types of government securities.● How Public sector and government issue the securities.● Types of short term investment.● Calculation or valuation of equity and bonds.● Understand about primary market and secondary market. |
|--|--|

SEMESTER VI (THEORY & PRACTICAL)		L	Cr
Subject: Project Management	Paper Code: RJCUBMS603A	60	3
UNIT I		15	
Introduction to Project Management & Project Initiation			
<p>a) Introduction to Project Management: Meaning/Definition of Project & Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management</p> <p>b) Organizational Structure (Project Organization): Meaning/Definition of Organizational Structure, Organizational Work Flow, Developing Work Integration Positions, Types of Organizational Structure, Forms of Organization, Strategic Business Units (SBU) in Project Management.</p> <p>c) Project Initiation: Project Selection-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk & Uncertainty in Project Selection Project Manager-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager Project Planning-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts & Negotiation Handling in Project Management, Planning Cycle & Master Production Scheduling</p>			
UNIT II		15	
Analyzing Project Feasibility			
<p>a) Project Feasibility Analysis: Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility Types of Project Feasibility - Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis)</p> <p>b) Market Analysis: Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</p> <p>c) Technical Analysis:</p>			

<p>Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</p> <p>d) Operational Analysis: Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning & Control, Material Management - Work Study & Method Study, Lean Operations</p>		
UNIT III	15	
Budgeting, Cost & Risk Estimation in Project Management		
<p>a) Funds Estimation in Project: Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle, Budgets & Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</p> <p>b) Risk Management in Projects: What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis & Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</p> <p>c) Cost Benefit Analysis in Projects Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</p>		
UNIT IV	15	
New Dimensions in Project Management		
<p>a) Modern Development in Project Management: Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</p> <p>b) Project Monitoring & Controlling: Introduction to Project Monitoring & Controlling, The Planning – Monitoring- Controlling Cycle, Computerized Project Management Information System (PMIS), Balance in Control System in Project Management, Project Auditing – Life Cycle</p> <p>c) Project Termination & Solving Project Management Problems: Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review & Administrative Aspects, Execution Tools for Closing of Project.</p>		

TY BMS	Semester VI (Practical)
RJCUBMS603A Project Management	<p data-bbox="359 302 619 338"><u>Course Outcomes:</u></p> <ul data-bbox="411 342 1436 600" style="list-style-type: none"><li data-bbox="411 342 1436 414">● To familiarize the learners with the fundamental aspects of various issues associated with Project Management<li data-bbox="411 418 1436 490">● To give a comprehensive overview of Project Management as a separate area of Management<li data-bbox="411 495 1436 600">● To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management. <p data-bbox="359 604 635 640"><u>Learning Outcome:</u></p> <ul data-bbox="411 645 1436 790" style="list-style-type: none"><li data-bbox="411 645 1436 680">● Different types of Projects which manage by management.<li data-bbox="411 685 1436 721">● Risk which involve in operation and capital of the firm.<li data-bbox="411 725 1436 790">● It help to understand the running projects is given output is positive or negative as per the investment.

SEMESTER VI (PRACTICAL)		L	Cr
Subject: Indirect Taxes	Paper Code: RJCUBMS604A	60	3
UNIT I		10	
Introduction to Indirect Taxation and GST			
<ul style="list-style-type: none"> • A. Basics for Taxation - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution) • B. Introduction to GST – Genesis of GST in India, Power to tax GST (Constitutional Provisions), Extent and Commencement, Meaning and Definition of GST, Benefits of GST, Conceptual Framework – CGST, IGST,SGST,UTGST, Imports of goods or services or both, Export of goods or services or both, Taxes subsumed and not subsumed under GST. • C. Definitions – Goods (2(52) of CGST Act), Services (2(102) of CGST Act), Money (2(75) of CGST Act), Securities (2(101) of SCRA Act,1956), India(2(56) of CGST Act), Persons (2(84) of CGST Act),Taxable Person (2(107) of CGST Act), Business (2(17) of CGST Act), Consideration(2(31) of CGST Act), E- Commerce Operator (2(45) of CGST Act), Supplier(2(105) of CGST Act),Recipient(2(93) of CGST Act) • D. Levy and Collection of GST – Levy and Collection of CGST, IGST, SGST,UTGST (Sec 9 of CGST Act), Composition Scheme under GST (Sec 10 of CGST Act), Power to Grant Exemption (Sec 11 of CGST Act)GST Rate Schedule for Goods and Services 			
UNIT II		20	
Concept of Supply			
<ul style="list-style-type: none"> • A. Taxable Event Supply– Meaning and Scope of Supply (Section 7 Subsection 1, 2 and 3 of Act) Schedule I, Schedule II, Schedule III, Composite and Mixed Supplies (Sec 8 of CGST Act) • B. Place of Supply – Location of Supplier of Goods and Services, Place of Supply of Goods (Sec 10, 11,12 and 13 of IGST Act), Special Provision for Payment of Tax by a Supplier of Online Information Database Access Retrieval. • C. Time of Supply - Time of Supply (Sec 31 of CGST Act), Issue of Invoice by the Supplier (Sec 31 (1) and Sec 31(2)of CGST Act), Continuous Supply of Goods and Services, Goods Sent on Approval (Sec 31(7) of CGST Act) • D. Value of Supply – Determination of Value of Supply (Sec 15 of CGST Act and CGST Rules 2017), Input Tax Credit (Sec 2(62) of CGST Act) Capital Goods (Sec 2(19) of CGST Act), Input Sec 2(59) of CGST Act), Input Service (Sec 2(60) of CGST Act). Eligibility and Conditions for taking Input Tax Credit (Sec 16 of CGST Act) 			

UNIT III	20	
Registration and Computation of GST		
<ul style="list-style-type: none"> • A. Registration – Persons liable for Registration (Sec 22 of the Act), Persons not liable for Registration, Procedure for Registration (Sec 25 of the Act), Deemed Registration (Sec 26 of the Act), Special Provisions (Sec 27 of the Act), Amendment, Cancellation and Revocation of Registration (Sec 28, Sec 29 and Sec 31 of the Act) • B. Computation of GST – Computation of GST under Inter State and Intra State Supplies. • C. Payment of Tax- Payment of Tax, Interest and other Amounts (Sec 49 of the Act), Interest on delayed Payment (Sec 50 of the Act), TDS (Sec 51 of the Act), TCS (Sec 52 of the Act) 		
UNIT IV	10	
Filing of Returns		
<ul style="list-style-type: none"> • A. Documentation - Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes (Sec 34 of the Act), Electronic Way Bill • B. Returns – Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act) 		

TY BMS	Semester VI (Practical)
RJCUBMS604A Indirect Taxes	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● Understanding and ensuring that the cascading effect of tax on tax will be eliminated. ● Understanding the competitiveness of the original goods and services, thereby improving the GDP rate too. ● Ensuring the availability of input credit across the value chain. ● To understand how to reduce the complications in tax administration and compliance. ● Making a unified law involving all the tax bases, laws and administration procedures across the country. ● Understanding the tax slab rates to avoid further clarification issues. ● To equip them with practical knowledge of GST, its calculations and impact on the economy. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● Identify and apply fundamental concepts of Indirect tax law. ● Investigate and analyse current tax information and issues. ● Communicate effectively orally tax information and solutions to GST issues. ● Students will apply critical thinking and problem solving skills related to GST. In addition, students will recognize potential opportunities for tax savings and tax planning.

T.Y.BMS SEMESTER VI - Elective Course (Marketing)

SEMESTER VI (THEORY)		L	Cr
Subject: Brand Management	Paper Code: RJCUBMS601B	60	3
UNIT I		15	
Introduction to Brand Management			
<ul style="list-style-type: none"> • a) Introduction to Brand Management: Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning: Meaning, Importance, Basis 			
UNIT II		15	
Planning and Implementing Brand Marketing Programs			
<ul style="list-style-type: none"> • a) Planning and Implementing Brand Marketing Programs: Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements Integrating Marketing Programs and Activities Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing Product Strategy: Perceived Quality and Relationship Marketing Pricing Strategy: Setting Prices to Build Brand Equity Channel Strategy: Direct, Indirect Channels Promotion Strategy: Developing Integrated Marketing Communication Programs Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events 			
UNIT III		15	
Measuring and Interpreting Brand Performance			
<ul style="list-style-type: none"> • a) The Brand Value Chain • b) Measuring Sources of Brand Equity: Qualitative Research Techniques: Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association Quantitative Research Techniques: Brand Awareness: Recognition, Recall, Brand Image, Brand Responses 			

T.Y.B.M.S. Syllabus Semester V & VI

<ul style="list-style-type: none"> • c) Young and Rubicam's Brand Asset Valuator • d) Measuring Outcomes of Brand Equity Comparative Methods: Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis Holistic Methods: Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology 		
UNIT IV	15	
Growing and Sustaining Brand Equity		
<ul style="list-style-type: none"> • a) Designing & Implementing Branding Strategies: Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy Brand Hierarchy: Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels Cause Marketing to Build Brand Equity: Meaning of Cause Marketing, Advantages, Green Marketing • b) Brand Extensions: Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity • c) Managing Brands over Time: Reinforcing Brands, Revitalising Brands • d) Building Global Customer Based Brand Equity 		

TY BMS	Semester VI (Theory)
RJCUBMS601B Brand Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To understand the meaning and significance of Brand Management. ● To know how to build, sustain and grow brands. ● To know the various sources of brand equity. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The learner would understand the importance of brand management in current business world. ● The learner will analyse various brand elements and implement it practically. ● The learner will understand various models of brand management for surviving the brand in the market.

SEMESTER VI (THEORY)		L	Cr
Subject: Retail Management	Paper Code: RJCUBMS602B	60	3
UNIT I		15	
Retail Management- An overview			
<ul style="list-style-type: none"> • a) Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management • b) Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations • c) Emerging Trends in Retailing Impact of Globalization on Retailing I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario Franchising: Meaning, Types, Advantages and Limitations, Franchising in India Green Retailing Airport Retailing 			
UNIT II		15	
Retail Consumer and Retail Strategy			
<ul style="list-style-type: none"> • a) Retail Consumer/Shopper: Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers • b) CRM in Retail: Meaning, Objectives Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community • c) Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain • d) Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location • e) HRM in Retail: Meaning, Significance, Functions Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single 			

Stores/Independent Retailers and Retail Store Chain/Department Store		
UNIT III	15	
Merchandise Management and Pricing		
<p>a) Merchandise Management: Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise</p> <p>b) Buying Function: Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam's Brand Asset Valuator- Independent Store, Retail Chain, Non-store Retailer</p> <p>c) Concept of Lifestyle Merchandising</p> <p>d) Private Label Meaning, Need and Importance, Private Labels in India</p> <p>e) Retail Pricing Meaning, Considerations in Setting Retail Pricing Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing Variable Pricing and Price Discrimination- Meaning Types: Individualized Variable Pricing/First Degree Price Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing Variable Pricing by Market Segment/ Third Degree Price Discrimination</p>		
UNIT IV	15	
Managing and Sustaining Retail		
<p>a) Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)</p> <p>b) Store Design and Layout: Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics Store Layout- Meaning, Types: Grid, Racetrack, Free Form Signage and Graphics: Meaning, Significance, Concept of Digital Signage Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</p> <p>c) Visual Merchandising and Display: Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising</p>		

<p>The Concept of Planogram Display- Meaning, Methods of Display, Errors in Creating Display d) Mall Management Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management e) Legal and Ethical Aspects of Retailing Licenses/Permissions Required to Start Retail Store in India Ethical Issues in Retailing Career Options in Retailing</p>		
---	--	--

TY BMS	Semester VI (Theory)
RJCUBMS602B Retail Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To familiarize the students with retail management concepts and operations ● To provide understanding of retail management and types of retailers ● To develop an understanding of retail management terminology including merchandize management, store management and retail strategy. ● To acquaint the students with legal and ethical aspects of retail management ● To create awareness about emerging trends in retail management <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The learner would study the practical aspect of operating retail stores in different formats. ● The learner would understand various retail strategy which should be unique ● The learner would understand store management and various elements associated with store to manage it.

SEMESTER VI (THEORY)		L	Cr
Subject: International Marketing	Paper Code: RJCUBMS603B	60	3
UNIT I		15	
Introduction to International Marketing & Trade			
<ul style="list-style-type: none"> • a) Introduction of International Marketing: Meaning, Features of International Marketing, Need and Drivers of International Marketing, Process of International Marketing, Phases of International Marketing, Benefits of International Marketing, Challenges of International Marketing, Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework, Entering International Markets :Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects, Concept of Globalization • b) Introduction to International Trade: Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC 			
UNIT II		15	
International Marketing Environment and Marketing Research			
<ul style="list-style-type: none"> • a) International Marketing Environment: Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union) Political and Legal Environment: Political System (Democracy, Authoritarianism, Communism), Political Risk, Political Instability, Political Intervention. Legal Systems (Common Law, Civil Law, Theocratic Law), Legal Differences, Anti Dumping Law and Import License. Cultural Environment : Concept , Elements of Culture (Language, Religion, Values and Attitude , Manners and Customs, Aesthetics and Education) , HOFSTEDE's Six Dimension of Culture , Cultural Values (Individualism v/s Collectivism) • b) Marketing Research: Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research 			
UNIT III		15	
International Marketing Mix			

T.Y.B.M.S. Syllabus Semester V & VI

<ul style="list-style-type: none"> • a) International Product Decision International Product Line Decisions, Product Standardization v/s Adaptation Argument, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning • b) International Pricing Decision: Concept of International Pricing, Objectives of International Pricing, Factors Affecting International Pricing International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing • c) International Distribution Decisions Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel • d) International Promotion Decisions Concept of International Promotion Decision Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness Standardization V/S Adaptation of International Promotional Strategies International Promotional Tools/Elements 		
UNIT IV	15	
Developments in International Marketing		
<ul style="list-style-type: none"> • a) Introduction -Developing International Marketing Plan: Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan • b) International strategies: Need for International Strategies, Types of International Strategies • c) International Marketing of Services Concept of International Service Marketing, Features of International Service Marketing, Need of International Service Marketing, Drivers of Global Service Marketing, Advantages and Disadvantages of Global Service Marketing, Service Culture 		

TY BMS	<u>Semester VI (Theory)</u>
RJCUBMS603B	<u>Course Outcomes:</u>

International Marketing	<ul style="list-style-type: none">● To Understand IM along with its advantages & Challenges.● To provide an insight on the dynamics of IM● To Understand IM Mix decisions & recent developments in global Markets● To provide an insight on development of IM Plan, International strategies & IM of services <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The Learner would understand the recent developments in international markets● The Learner would understand that services provided in working or Aid to trades in IM● The Learner would understand the importance of Data Management in IM
-------------------------	--

SEMESTER VI (THEORY)		L	Cr
Subject: Media Planning and Management	Paper Code: RJCUBMS604B	60	3
UNIT I		15	
Overview of Media and Media Planning			
<ul style="list-style-type: none"> • a) Overview of Media and Media Planning: Meaning of Media & Features of Media, Meaning of Media Planning , Scope of Media planning , Media Planning Elements, Role of Media in Business, Media Planning Process, Impact of Marketing Objectives on Media Planning, Factors Influencing Media Planning Decisions, Role and Importance of Media in Consumer Buying Decision, Role of Media Planner, Challenges of Media Planning, Organization Structure of Media Company, Regulatory Framework and Legal Aspects in Media Planning • b) Media Research: Meaning, Role and Importance Sources of Media Research : Audit Bureau of Circulation, Press Audits, National Readership Survey/IRS, Businessmen's Readership Survey, TRP, National Television Study, ADMAR Satellite Cable Network Study, Reach and Coverage Study, CLB Listenership Survey 			
UNIT II		15	
Media Mix & Media Strategy			
<ul style="list-style-type: none"> • a) Media Mix: Meaning, Need for Media Mix, Identifying Audience for Mass Media , Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix • b) Media Choices: Print Meaning- Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations Television - Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations Radio - Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations Out of Home (OOH) - Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations • c) Emerging Media: Online, Mobile, Gaming, In flight, In Store, Interactive Media • d) Media Strategy: Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components 			

Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.		
UNIT III	15	
Media Budgeting, Buying & Scheduling		
<ul style="list-style-type: none"> • a) Media Budget Meaning Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase Importance of Media Budget. Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning. • b) Media Buying: Meaning, Role of Media Buyer, Objectives of Media Buying, Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback Criteria in Media Buying • c) Media Scheduling Meaning, Importance Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. Scheduling Patterns – Continuity, Flighting, Pulsing Scheduling Strategies for Creating Impact: Road Block , Day or Day part Emphasis, Multiple Spotting, Teasers 		
UNIT IV	15	
Media Measurement, Evaluation		
<ul style="list-style-type: none"> • a) Media Measurement: Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach Television Metrics: Dairy v/s Peoplemeter,TRP,/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership Radio Metrics: Arbitron Radio Rating Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. OOH Metrics: Traffic Audit Bureau (TAB) • b) Benchmarking Metrics: 		

<p>Share, Profile, and Selectivity Index</p> <ul style="list-style-type: none"> • c) Plan Metrics: Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV). • d) Evaluating Media Buys Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point(CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Colour Ads, Date Flexibility Incentives, Positioning, Innovations. Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys. 		
--	--	--

TY BMS	<u>Semester VI (Theory)</u>
RJCUBMS604B Media Planning & Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand Media Planning, Strategy and Management with reference to current business scenario. • To know the basic characteristics of all media to ensure most effective use of advertising budget. • To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the Different Media Buys. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Students can establish a professional presence online incorporating the key disciplines of social media, search engine optimization, analytics, online navigation and user experience in order to drive traffic to an organization's website. • They can employ digital tools to analyse the effectiveness of a marketing campaign and formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria. • Write a business plan for an entrepreneurial start-up venture. Students can determine strategies for developing new products and services that are consistent with evolving market needs. • Develop pricing strategies that take into account perceived value, competitive pressures and corporate objectives and develop strategies for the efficient distribution of products and services. • Evaluate the viability of marketing a product or service in an international market or markets. Evaluate results of marketing activities using criteria related to budgeted sales, costs and profits.

T.Y.BMS SEMESTER VI - Elective Course (Human Resource)

SEMESTER VI (THEORY)		L	Cr
Subject: HRM in Global Perspective	Paper Code: RJCUBMS601C	60	3
UNIT I		15	
International HRM – An Overview			
<ul style="list-style-type: none"> ● International HRM- Meaning and Features, Objectives, Evolution of IHRM, Reasons for Emergency of IHRM, Significance of IHRM in International Business, Scope/Functions ● Difference between International HRM and Domestic HRM ● Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric ● Limitations to IHRM ● Qualities of Global Managers ● Organizational Dynamics and IHRM ● Components of IHRM- Cross Cultural Management and Comparative HRM ● Cross Cultural Management- Meaning, Features, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations, Importance of Cultural Sensitivity to International Managers ● Comparative HRM- Meaning, Importance, Difference between IHRM and Comparative HRM ● Managing Diversity in Workforce ● Dealing with Cultural Shock 			
UNIT II		15	
Global HRM Functions			
<ul style="list-style-type: none"> ● International Recruitment and Selection- Meaning- Sources of International Labour Market, Global Staffing, Selection Criteria, Managing Global Diverse Workforce ● International Compensation – Meaning, Objectives, Components of International Compensation Program, Approaches to International Compensation ● HRM Perspectives in Training and Development - Meaning, Advantages, Cross Cultural Training, Issues in Cross Cultural Training ● International Performance Management – Meaning, Factors Influencing Performance, Criterion used for Performance Appraisal of International Employees, Problems Faced in International Performance Management ● Motivation and Reward System- Meaning, Benchmarking Global Practices ● International Industrial Relations – Meaning, Key Issues in International Industrial Relations, Trade Union and International IR 			

UNIT III	15	
Managing Expatriation and Repatriation		
<ul style="list-style-type: none"> ● Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals) ● Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, the Role of Non-expatriates, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers ● Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process, Role of Repatriate, Challenges faced by Repatriates 		
UNIT IV	15	
International HRM Trends and Challenges		
<ul style="list-style-type: none"> ● Emerging Trends in IHRM ● Off Shoring – Meaning, Importance, Off Shoring and HRM in India ● International Business Ethics and IHRM – Meaning of Business Ethics, Global Values, International Corporate Code of Conduct, Criminalization of Bribery, Operationalizing Corporate Ethics of HR in Overall Corporate Ethics Programme ● Managing International Projects and Teams- Meaning, How Projects are Managed across the World and Challenges in Managing International Projects across the World ● HR in MNCs – Industrial Relations in MNCs ● Role of Technology on IHRM ● IHRM and Virtual Organization- Meaning and Features of Virtual Organization, Difference between Virtual Organization and Traditional Organization, Managing HR in Virtual Organization ● Growth in Strategic Alliances and Cross Border Mergers and Acquisitions- Impact on IHRM ● Knowledge Management and IHRM 		

TY BMS	Semester VI (Theory)
RJCUBMS601C HRM in Global Perspective	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● Recognize, outline, and illustrate the enduring global contexts of International HRM ● Develop, prepare staffing international operations for sustained global growth, recruiting and selecting staff for international assignments ● Evaluate, interpret issues of international training, development and compensation

	<ul style="list-style-type: none">● Demonstrate; appraise the implications of IHRM in the Host Country Context Interpret; analyze the International Industrial Relation issues and performance management <p><u>Learning Outcome:</u> Students will be able to understand global context of hrm concepts:</p> <ul style="list-style-type: none">● Recruitment and selection● Expatriates and repatriates● International Training and development● Industrial relation
--	---

SEMESTER VI (THEORY)		L	Cr
Subject: Organisational Development	Paper Code: RJCUBMS602C	60	3
UNIT I		15	
Organisational Development – An Overview			
<ul style="list-style-type: none"> ● Organisational Development – Meaning, Features, Evolution, Components, Objectives, Principles, Process, Importance ● Relevance of Organisational Development for Managers, OD- HRD Interface, Participation of Top Management in OD ● OD Practitioner – Meaning, Role of OD Practitioner, Competencies of an OD Practitioner ● Emerging Trends in OD ● OD in Global Setting 			
UNIT II		15	
Organisational Diagnosis, Renewal and Change			
<ul style="list-style-type: none"> ● Organisational Diagnosis - Meaning, Need, Phases, Levels of Organisational Diagnosis, Techniques of Organisational Diagnosis, Tools used in Organisational Diagnosis ● Organizational Renewal, Re-energising, OD and Business Process Re-Engineering (BPR), OD and Leadership Development ● Organisational Change- Meaning, Organisational Life Cycle, Planned Change, Organizational Growth and its Implication for Change ● Change Agents- Meaning, Features, Types, Role, Skills required 			
UNIT III		15	
OD Interventions			
<ul style="list-style-type: none"> ● OD Interventions- Meaning, Features, Factors Affecting Success of Interventions, Steps in OD Interventions ● Types of Interventions- Human Resource Intervention, Structural Intervention, Strategic Interventions, Third Party Peace Making Intervention ● Techniques of OD Intervention : Traditional: Sensitive Training, Grid Training, Survey Feedback. Modern : Process Consultation, Third Party, Team Building, Transactional Analysis ● Evaluation of OD Interventions : Process, Types, Methods, Importance 			
UNIT IV		15	

T.Y.B.M.S. Syllabus Semester V & VI

OD Effectiveness		
<ul style="list-style-type: none"> ● Issues Faced in OD- Issues Related to Client Relationship, Power-Individual skills and Attributes as a Source of Power, Power and Influence Tactics, Politics and OD ● Values in OD – Meaning, Professional Values, Value Conflict and Dilemma ● Ethics in OD – Meaning, Factors Influencing Ethical Judgement, Ethical Guidelines for OD Professionals ● Organisational Effectiveness- Meaning , Effectiveness v/s Efficiency, Approaches of Organisational Effectiveness : Goal Approach, System Resource Approach, Strategic Constituency Approach, Internal Process Approach; Parameters for Judging Organisational Effectiveness, Ways to Enhance Organisational Effectiveness 		

TY BMS	Semester VI (Theory)
RJCUBMS602C Organisational Development	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To understand the concept of Organisational Development and its Relevance in the organisation ● To Study the Issues and Challenges of OD while undergoing Changes ● To get an Understanding of Phases of OD Programme ● To Study the OD Intervention to meet the Challenges faced in the Organisation ● To get an Insight into Ethical Issues in OD <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● Students will be able to understanding OD ● Issues and Challenges of OD while undergoing Changes ● Phases of OD Programme ● OD Intervention to meet the Challenges faced in the Organisation ● Ethical Issues in OD

SEMESTER VI (THEORY)		L	Cr
Subject: HRM in Service Sector Management	Paper Code: RJCUBMS603C	60	3
UNIT I		15	
Service Sector Management- An Overview			
<ul style="list-style-type: none"> ● Services - Meaning, Features, Classification of Services: End User, Degree of Tangibility, People Based Services, Expertise Required, Orientation Towards Profit, By Location ● Service Sector Management – Meaning, Significance of Service Sector, Reasons for Growth in Service Sector ● Service Organization - Importance of Layout and Design of Service Organization, Servicescape ● Service Culture in Organization – Meaning, Developing Service Culture in Organization ● Relationship Marketing – Meaning, Need and Importance in Service Sector Organizations, Six Market Model <ul style="list-style-type: none"> ● Role of Service Employee ● Role of Customers in Service Process– Customers as Productive Resources, Customers as Contributors to Service Quality, Customers as Competitors Service Encounter and Moment of Truth –Meaning, Nature, Elements of Service Encounter 			
UNIT II		15	
Managing Human Element in Service Sector			
<ul style="list-style-type: none"> ● Human Element in Service Sector – Introduction, Role and Significance ● The Services Triangle ● Front Line Employees /Boundary Spanners– Meaning, Issues Faced by Front Line Employees: Person/ Role Conflicts, Organization/ Client Conflict, Interclient Conflict Emotional Labour – Meaning, Strategies for Managing ● Emotional Labour - Meaning, Strategies for Managing Emotional Labour ● Recruitment in Service Sector– Recruiting Right People, Recruitment Procedures and Criteria, Challenges in Recruitment in Service Sector ● Selection of Employees in Service Sector – Interviewing Techniques: Abstract Questioning, Situational Vignette, Role Playing ● Develop People to Deliver Service Quality ● Compensating Employees in Service Sector ● Motivating Employees for Services ● Empowerment of Service Workers – Meaning, Advantages and Limitations 			

UNIT III	15	
Issues and Challenges of HR in Service Sector		
<ul style="list-style-type: none"> ● Quality Issues in Services: Meaning and Dimensions of Service Quality, The Service – Gap Model, Reasons and Strategies to fill the Gaps ● Delivering Services through Agents and Brokers - Meaning, Advantages, Challenges, Strategies for Effective Service Delivery through Agents and Brokers ● HRM in Public Sector Organizations and Non – Profit Sector in India ● Issues and Challenges of HR in Specific Services: <ul style="list-style-type: none"> ● Business and Professional Services: Banking and Insurance, Legal, Accountancy ● Infrastructure: Roads, Railways, Power ● Public Services: Police, Defense, Disaster Management ● Trade Services: Wholesale and Retail, Advertising, Maintenance and Repairs ● Personnel Services: Education, Health Care, Hotels ● Social and Charitable Services 		
UNIT IV	15	
HRP Evaluation, Attrition, Retention & Globalization		
<ul style="list-style-type: none"> ● Human Resource Planning Evaluation in Service Sector – Meaning, HRP Evaluation Process, Purpose of HRP Evaluation in Service Sector, Issues Influencing HRP Evaluation in Service Sector ● Service Leadership – Meaning, Integrating Marketing Operation and Human Resources, Creating a Leading Service Organization, The Service – Profit Chain Model ● Attrition in Service Sector –Meaning, Reasons for Attrition in Service Sector, Cycle of Failure, Cycle of Mediocrity and Cycle of Success ● Retaining the Best People in Service Sector – Including Employees in Company's Vision, Treat Employees as Customers, Measure and Reward String Service Performers ● Globalization of Services- Meaning, Reasons for Globalization of Services, Impact of Globalization on Indian Service Sector. Organisational Effectiveness, Ways to Enhance Organisational Effectiveness 		

RJCUBMS603C HRM in Service Sector Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">• People are most important part of service marketing so while recruiting them what the essential features an HR person should look in to. Quality check is a must where people are involved Different types of Training and development <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">• Students will learn the skill set require while recruiting employees in service sector as they are will be the front face of the company. Different training program will direct them to retain their employees.
---	--

SEMESTER VI (THEORY)		L	Cr
Subject: Indian Ethos in Management	Paper Code: RJCUBMS604C	60	3
UNIT I		18	
Indian Ethos – An Overview			
<ul style="list-style-type: none"> • a) Indian Ethos: Meaning, Features, Need, History, Relevance, Principles Practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices • b) Management Lessons from Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management. 			
UNIT II		14	
Work Ethos and Values			
<ul style="list-style-type: none"> • a) Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos • b) Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture 			
UNIT III		16	
Stress Management			
<ul style="list-style-type: none"> • a) Stress Management: Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress • b) Stress Management Techniques: Meditation : Meaning, Techniques, Advantages, Mental Health and its 			

<p>Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance</p> <ul style="list-style-type: none"> • c) Leadership: Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta • d) Motivation: Meaning, Indian Approach to Motivation, Techniques 		
UNIT IV	12	
Indian Systems of Learning		
<ul style="list-style-type: none"> • a) Learning: Meaning, Mechanisms <ul style="list-style-type: none"> • Gurukul System of Learning : Meaning, Features, Advantages, Disadvantages • Modern System of Learning: Meanings, Features, Advantages, Disadvantages • Karma: Meaning, Importance of Karma to Managers, Nishkama Karma • Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection • Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma • Self-Management: Personal growth and Lessons from Ancient Indian Education System • Personality Development: Meaning, Determinants, Indian Ethos and Personality Development 		

TY BMS	<u>Semester VI (Theory)</u>
RJCUBMS604C Indian Ethos in Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand the concept of Indian Ethos in Management • To link the Traditional Management System to Modern Management System • To understand the Techniques of Stress Management • To understand the Evolution of Learning Systems in India <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The students will be able to learn concept of Indian Ethos in Management. • The learner can use Traditional Management System to Modern Management System • Techniques of Stress Management. • The Evolution of Learning Systems in India

T.Y.BMS SEMESTER VI - Core Course

SEMESTER IV (THEORY)		L	Cr
Subject: Operations Research	Paper Code: RJCUBMS605	60	4
UNIT I		15	
Introduction to Operations Research and Linear Programming			
<ul style="list-style-type: none"> • a) Introduction To Operations Research: Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. • b) Linear Programming Problems: <ul style="list-style-type: none"> • Introduction and Formulation • Introduction to Linear Programming • Applications of LP • Components of LP • Requirements for Formulation of LP Problem • Assumptions Underlying Linear Programming • Steps in Solving LP Problems • LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints) • c) Linear Programming Problems: Graphical Method <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. (Max. Z & Min. Z) • Two Decision Variables and Maximum Three Constraints Problem • Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. • Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. • d) Linear Programming Problems: Simplex Method <ul style="list-style-type: none"> • Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. • Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) • All Constraints to be “less than or equal to” Constraints. (“Greater than 			

<p>or Equal to” Constraints not included.)</p> <ul style="list-style-type: none"> • Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product. • Note: <ul style="list-style-type: none"> • 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. • 2. Sensitivity Analysis including Profit Range and Capacity Range is not included. 		
UNIT II	15	
Assignment and Transportation Models		
<ul style="list-style-type: none"> • a) Assignment Problem – Hungarian Method <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. • Note: <ul style="list-style-type: none"> • Travelling Salesman Assignment Problem is not included. • b) Transportation Problems: <ul style="list-style-type: none"> • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • Initial Feasible Solution (IFS) by: <ul style="list-style-type: none"> ▪ North West Corner Rule (NWCR) ▪ Least Cost Method (LCM) ▪ Vogel’s Approximation Method (VAM) 		

<ul style="list-style-type: none"> • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ) • Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. • Note: <ul style="list-style-type: none"> • 1. Production Scheduling Problem is not included. • 2. Time Minimization Problem is not included. • 3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical. 		
UNIT III	15	
Network Analysis		
<ul style="list-style-type: none"> • a) Critical Path Method (CPM): <ul style="list-style-type: none"> • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities. • Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float • b) Project Crashing: <ul style="list-style-type: none"> • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. 		

<ul style="list-style-type: none"> • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing • c) Program Evaluation and Review Technique (PERT): <ul style="list-style-type: none"> • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using tevalues of all Activities. • Mean (Expected) Project Completion Time. • Standard Deviation and Variance of Activities. • Project Variance and Project Standard Deviation. • 'Prob. Z' Formula. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. • Meaning, Objectives, Importance, Scope, RORO/LASH 		
UNIT IV	15	
Job Sequencing and Theory of Games		
<ul style="list-style-type: none"> • a) Job Sequencing Problem <ul style="list-style-type: none"> • Processing Maximum 9 Jobs through Two Machines only. • Processing Maximum 6 Jobs through Three Machines only. • Calculations of Idle Time, Elapsed Time etc. • b) Theory of Games <ul style="list-style-type: none"> • Introduction • Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. • Types of Games. • Numericals based on: <ul style="list-style-type: none"> • Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of 		

Dominance method.		
-------------------	--	--

TY BMS	Semester VI (Practical)
RJCUBMS605 Operation Research	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To help students to understand operations research methodologies ● To help students to solve various problems practically ● To make students proficient in case analysis and interpretation <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The students will be well acquainted with the different methodologies of operations research such as sequencing games theory, CPM, PERT, etc., ● It also includes practical knowledge of various methods of operations research like crashing, network analysis, simplex etc., ● The students can easily solve any problems which involves transportation & assignment. They can easily handle cases involving those & interpret it. ● All in all, they turn out to be a complete package who can handle all the aspects relating to operations of a company in a systematic & research based manner.

References**T.Y.BMS SEMESTER V - Elective Course (Finance)**

TY BMS	Semester V (Practical)
RJCUBMS501A Investment Analysis & Portfolio Management	<ul style="list-style-type: none"> • Kevin. S, Security Analysis and Portfolio Management • Donald Fischer & Ronald Jordon, Security Analysis & Portfolio Management • Prasanna Chandra, Security Analysis & Portfolio Management • Sudhindhra Bhatt, Security Analysis and Portfolio Management.

TY BMS	Semester V (Practical)
RJCUBMS502A Commodity & Derivatives Market	<ul style="list-style-type: none"> • John C. Hull & Basu -Futures, options & other derivatives • Robert McDonald, Derivatives market, Pearson education • John Hull, Fundamentals of futures & options • Ankit Gala & Jitendra Gala, Guide to Indian Commodity market, Buzzingstock publishing house • K.Sasidharan & Alex K. Mathews, Option trading – bull market strategies, McGraw Hill publication • Niti Chatnani, Commodity markets, McGraw Hill Publication • S.Kevin, Commodities & financial derivatives, PHI learning Pvt ltd • Suni K Parmeswaran, Futures & options, McGraw Hill

TY BMS	Semester V (Practical)
RJCUBMS503A Wealth Management	<ul style="list-style-type: none"> • Harold Evensky, Wealth Management, McGraw Hill Publication • NCFM, CFP, IIBF, etc, Wealth Management modules • Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication

TY BMS	Semester V (Practical)
RJCUBMS504A Direct Taxes	<ul style="list-style-type: none"> • Income Tax Act- Bare act • Dr V K Singhania-Direct Tax Law & Practice

T.Y.BMS SEMESTER V - Elective Course (Marketing)

TY BMS	Semester V (Theory)
RJCUBMS501B Services Marketing	<ul style="list-style-type: none"> ● Valarie A. Zeuhaml & Mary Jo Bitner, Service Marketing, Tata McgrawHill, 6th Edition ● Christopher Lovelock, JochenWirtz, Jayanta Chatterjee, Service Marketing People, Technology, Strategy – A South Asian Perspective , Pearson Education, 7th Edition ● Ramneek Kapoor, Justin Paul & Biplab Halder, Services Marketing-Concepts And Practices, McgrawHill, 2011 ● Harsh V.Verma, Services Marketing Text & Cases, Pearson Education, 2nd Edition ● K. Ram Mohan Rao, Services Marketing, Pearson Education, 2nd Edition, 2011 ● C. Bhattacharjee, Service Sector Management, Jaico Publishing House, Mumbai, 2008 ● Govind Apte, Services Marketing, Oxford Press, 2004

TY BMS	Semester V (Theory)
RJCUBMS502B E-Commerce & Digital Marketing	<ul style="list-style-type: none"> ● D Nidhi ,E-Commerce Concepts and Applications, ,Edn 2011, International Book house P.ltd ● Bajaj Kamlesh K,E-Commerce- The cutting edge of Business ● Whiteley David, E-Commerce Technologies and Applications-2013 ● E-Business & E-Commerce Management 3rd Ed, Pearson Education ● Kalokota & Robinson,E-Business 2.0 Road map for Success, Pearson Education ● Elias M. Awad ,Electronic Commerce, 3rd Edition, Pearson Education ● Erfan Turban et.al ,Electronic Commerce - A Managerial Perspective, Pearson Education ● R. Kalokota, Andrew V. Winston, Electronic Commerce - A Manger's Guide, Pearson Education ● Tripathi, E-Commerce, Jaico Publishing House, Mumbai, Edn. 2010.

TY BMS	Semester V (Theory)
RJCUBMS503B Sales & Distribution Management	<ul style="list-style-type: none"> ● Nag, Sales And Distribution Management, Mcgraw Hill, 2013 Edition ● Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson Education, 5th Edition ● Krishna K. Havaldar, Vasant M. Cavale, Sales And Distribution Management – Text & Cases, Mcgraw Hill Education, 2nd Edition, 2011 ● Dr.Matin Khan, Sakes And Distribution Management, Excel Books, 1st Edition ● Kotler & Armstrong, Principles Of Marketing – South Asian Perspective,

T.Y.B.M.S. Syllabus Semester V & VI

	Pearson Education, 13th Edition
--	---------------------------------

TY BMS	Semester V (Theory)
RJCUBMS504B Customer Relationship Management	<ul style="list-style-type: none"> ● Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group. ● Anderrson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill. ● Ed Peelen, Customer Relationship Management, Pearson Education ● Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press. ● Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education. ● Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education. ● Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill. ● Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education

T.Y.BMS SEMESTER V - Elective Course (Human Resource)

TY BMS	Semester V (Theory)
RJCUBMS501C Finance for HR Professionals & Compensation Management	<ul style="list-style-type: none"> ● Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 12th edition ● Mick Marchington and Adrian Wilkinson, Human Resource Management at Work – People Management and Development- IIIrd Edition, ● Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers ● Gary Dessler, Framework for HRM, 3rd Edition, Pearson Education ● Ashwathappa, Human Resource Management ● Luis.R.Gomez, David.B.Balkin, Robert. L. Cardy, Managing Human Resources – IVth Edition, (Eastern Economy Edition) ● Milkovich, George T, Newman J.M, Compensation, Tata Mc Graw Hill. ● Henderson, R.O, Compensation Management, Pearson Edition. ● BD Singh, Compensation and Reward Management, Excel Books. ● Karen Permant, Joe Knight, Financial Intelligence for HR Professionals ● Sharma A.M, Understanding Wage system, Himalaya Publishing House, Mumbai.

TY BMS	Semester V (Theory)
---------------	----------------------------

T.Y.B.M.S. Syllabus Semester V & VI

RJCUBMS502C Performance Management & Career Planning	<ul style="list-style-type: none"> ● Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers ● Armstrong, Michael, Baron, Performance Management, Jaico Publishers ● Robert Bacal, Performance Management, McGraw-Hill Education, 2007 ● T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007. ● Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. ● A.S. Kohli, T.Deb, Performance Management, Oxford University Press. ● Herman Agnuinis, Performance Management, Second edition, Pearson Education
---	---

TY BMS	Semester V (Theory)
RJCUBMS503C Talent & Competency Management	<ul style="list-style-type: none"> ● Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition. ● Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition Rao VSP, Human Resource Management, Vikas Publishing, New Delhi ● K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill ● Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition. ● Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill ● Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication ● Seema Sanghi: The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publishing

TY BMS	Semester V (Theory)
RJCUBMS504C Stress Management	<ul style="list-style-type: none"> ● Stress management by Susan R. Gregson ● Stress management: Leading to Success By B Hiriyappa ● Strategic Stress Management: An Organizational Approach by V. Sutherland, C. Cooper ● Stress Management: An Integrated Approach to Therapy by Dorothy H.G. Cotton ● Stress Management by A. K. Rai ● Organizational Stress Management: A Strategic Approach By A. Weinberg, V. Sutherland, C. Cooper ● Stress Management by Dr. Nivedita

T.Y.BMS SEMESTER V - Core Course

T.Y.B.M.S. Syllabus Semester V & VI

TY BMS	Semester V (Theory)
RJCUBMS505 Logistics & Supply Chain Management	<ul style="list-style-type: none"> ● David Simchi Levi, Philip Kaminshy, Edith Simchi Levi, Designing & Managing the Supply Chain - Concepts, Strategies and Case Studies Logistics ● Donald Waters, An Introduction to Supply Chain ● Martin Christopher, Logistics & Supply Chain Management - Strategies for Reducing Cost & Improving Services ● Vinod Sople, Logistic Management - The Supply Chain Imperative ● Donald J Bowersox & David J Closs, Logistic Management - The Integrated Supply Chain Process ● Alan Rushton, Phil Croucher, Peter Baker, The Handbook of Logistics and Distribution Management-Understanding the Supply Chain ● Donald J. Bowersox & David J Closs, Logistical Management-The Integrated Supply Chain Process, McGraw Hill Education ● Ronald H Ballou & Samir K Srivastava, Business Logistics/ Supply Chain Management- Pearson ● Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management- The McGraw Hill Companies

TY BMS	Semester V (Theory)
RJCUBMS506 Corporate Communication & Public Relations	<ul style="list-style-type: none"> ● Richard R. Dolphin, The Fundamentals of Corporate Communication ● Joep Cornelissen, Corporate Communications: Theory and Practice ● James L.Horton,Integrating Corporate Communication:The Cost Effective Use of Message & Medium ● Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach ● Rosella Gambetti, Stephen Quigley, Managing Corporate Communication ● Joseph Fernandez, Corporate Communications: A 21st Century Primer ● C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication ● Jaishri Jethwaney, Corporate Communication: Principles and Practice

T.Y.BMS SEMESTER VI - Elective Course (Finance)

TY BMS	Semester VI (Practical)
RJCUBMS601A International Finance	<ul style="list-style-type: none"> ● P G Apte, International Financial Management, 5th Edition, The McGraw Hill ● Cheol . S. Eun & Bruce G. Resnick, International Finance Management ● Maurice D. Levi, International Finance – Special Indian Edition ● Prakash G. Apte, International Finance – A Business Perspective ● V A. Aadhani, International Finance

TY BMS	Semester VI (Practical)

T.Y.B.M.S. Syllabus Semester V & VI

RJCUBMS602A Innovative Financial Services	<ul style="list-style-type: none"> ● IM Pandey, Financial Management, Vikas Publishing House Ltd. ● Khan M.Y., Financial Services, Mc Graw Hill Education. ● Dr.S.Gurusamy, Financial Services, Vijay Nicole Imprints. ● Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House
---	--

TY BMS	Semester VI (Practical)
RJCUBMS603A Project Management	<ul style="list-style-type: none"> ● Harold Kerzer, Project Management – A System Approach to Planning, Scheduling & Controlling ● Jack.R.Meredith & Samuel.J.Mantel, Jr., Project Management – A Managerial Approach ● Bhavesh.M.Patel, Project Management – Strategic Financial Planning , Evaluation & Control

TY BMS	Semester VI (Practical)
RJCUBMS604A Indirect Taxes	<ul style="list-style-type: none"> ● GST Bare Act 2017 ● GST Law & Practice - V.S Datey (6th Edition) ● GST Laws – National Academy of Customs, Indirect Tax

T.Y.BMS SEMESTER VI - Elective Course (Marketing)

TY BMS	Semester VI (Theory)
RJCUBMS601B Brand Management	<ul style="list-style-type: none"> ● Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity ● Keller Kevin Lane, Strategic Brand Management-2008 ● Elliot, Richard, Strategic Brand Management-2008 ● Kapferer, Jean-Noel, Strategic Brand Management-2000 ● Kishen, Ram, Strategic Brand Management- 2013 ● Keller Kevin Lane, Strategic Brand Management 4e-2015

TY BMS	Semester VI (Theory)
RJCUBMS602B Retail Management	<ul style="list-style-type: none"> ● Michael Levy & Barton A Weitz, "Retailing Management", Tata Mc Graw Hill ● Gibson G. Vedamani, "Retail Management- Functional Principles and Practices", Jaico Publishing House, Mumbai. ● Jim, "Retail Strategies-understanding why we shop", Jaico Publishing House, Mumbai. ● Dunne Lusch, "Retail Management", South Western Cengage Learning ● K.S. Menon, "Store Management", Macmillan India Ltd., ● Keith Lincoln, Lars Thomessen & Anthony Aconis, "Retailization -Brand

T.Y.B.M.S. Syllabus Semester V & VI

	<p>Survival in the Age of Retailer Power”, Kogan Page Ltd.,</p> <ul style="list-style-type: none"> ● Swapna Pradhan, “Retailing Management–Text and Cases”, 4th Edn, Tata Mc Graw Hill. ● Bajaj, Tulli & Shrivastava, “Retail Management”, Oxford University Press ● Kishore Biyani, “It Happens in India”,& “ The Wall Mart Story” ● Store Manager, Organiser / Planner- DMS Retail ● Dr. RamKishen Y. “International Retail Marketing Strategies”, Jaico Publishing House, Mumbai
--	--

TY BMS	Semester VI (Theory)
RJCUBMS603B International Marketing	<ul style="list-style-type: none"> ● Dr. Shakeel Ahmad Siddiqui, International Marketing, Dreamtech press , Edition 2011 ● Philip R.Cateora, John L. Graham, Prashanth Salwan, International Marketing , Tata Mcgraw hill Education Private limited, New Delhi, Thirteenth Edition . ● RajGopal, International Marketing, Vikas Publishing House Pvt. Ltd., Edition 2007. ● Sak Onkvisit, John J.Shaw, International Marketing Analysis and Strategy, Pearson Publication, Third Edition ● Francis Cherunilam, International Business, PHI Leaning Private Limited New Delhi, Fifth Edition . ● Justin Paul and Ramneek Kapoor, International Marketing Text and Cases, Tata Mcgraw Hill Education Private Limited New Delhi, Second Edition. ● Rakesh Mohan Joshi, International Marketing, Oxford University Press, Second Edition ● Philip R. Cateora, John L. Graham, International Marketing, Tata Mcgraw Hill, Twelfth Edition ● Rakesh Mohan Joshi, International Marketing Oxford University Press, First Edition ● Michael R. Czinkota, Iikka A Ronkainen, International Marketing, Cengage Learning Edition 2007 ● Gerald Albaum, Edwin Duerr, Jesper Strandskov, International Marketing and Export Management, Pearson Publication , Fifth Edition

TY BMS	Semester VI (Theory)
RJCUBMS604B Media Planning & Management	<ul style="list-style-type: none"> ● Arpita Menon , Media Planning and Buying, Tata McGraw Hill Education Private Limited , Second Edition 2010 ● Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt. Limited, Seventh Edition. ● Larry Percy and Richard Elliott, Strategic Advertising Management , Oxford University Press, Second Edition ● Larry d. Kelly and Donald W.Jugeneimer, Advertising Media Planning , PHI learning Private Limited, ● Dennis .F.Herrick, Media Management in Age of Giants, Surjeet Publications

T.Y.B.M.S. Syllabus Semester V & VI

	<ul style="list-style-type: none"> ● Charles Warner and Joseph Buchman, Media selling ,Surjeet Publication,3rd edition
--	---

T.Y.BMS SEMESTER VI - Elective Course (Human Resource)

TY BMS	Semester VI (Theory)
RJCUBMS601C HRM in Global Perspective	<ul style="list-style-type: none"> ● Peter J. Dowling, Marion Festing, Allen d. Engle Sr: International Human Resource Management, 5th Edition, Cengage Learning ● P. L. Rao: International Human Resource Management, Text and Cases, Excel Books ● Peer J. Dowling, Denice E. Welch and Randall S. Schuler (1999): International Human Resource Management, Managing People in a Multinational Context', South Western College Publishing. ● Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press ● A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College ● Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning. ● Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press ● S C. Gupta: International Human Resource Management- Text and Cases, MacMillan Publishers

TY BMS	Semester VI (Theory)
RJCUBMS602C Organisational Development	<ul style="list-style-type: none"> ● Dr. Mrs. Anjali Ghanekar, Essentials of Organisation Development, Everest Publishing House ● French,W.L. and Bell, C.H., Organisation Development, Prentice-Hall, New Delhi,1995. ● Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs,N.J.,1990 ● Cummings, T. G. & Worley, C. G. (2009).Organization Development and Change (9th edition). Canada: South-Western Cengage Learning ● Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western, 8th Edition 2004. ● Cummings, T. G., Theory of Organization Development and Change, South Western. ● Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011. ● Richard L, Organisation, Theory, Change and Design , India Edition(Cenage Learning) ● Garath R Jones, Mary Mathew , Organisation Theory, Design and Change:

T.Y.B.M.S. Syllabus Semester V & VI

	<p>Sixth Edition, Pearson</p> <ul style="list-style-type: none"> Wendell L French, Cecil H Bell, Jr, Veena Vohra ,Organisation Development , Sixth Edition, Pearson Education
--	--

TY BMS	Semester VI (Theory)
RJCUBMS603C HRM in Service Sector Management	<ul style="list-style-type: none"> C. Bhattacharjee: Service Sector Management, An Indian Perspective, Jaico Publishing House Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing, Pearson Christopher Lovelock: Services Marketing, People, Technology, Strategy, Pearson Education Asia James A. Fitzsimmons, Mona J, Fitzsimmons: Service Management , Operations, Strategy, Information Technology, Tata McGraw – Hill Zeithmal, Bitner, Gremler, Pandit: Services Marketing, Tata McGraw – Hill Lovelock, Wirtz: Services Marketing, Pearson Education, 5th Edition K. Rao: Services Marketing, Pearson Education Ramneek Kapoor, Justin Paul, Biplab Halder: Services Marketing

TY BMS	Semester VI (Theory)
RJCUBMS604C Indian Ethos in Management	<ul style="list-style-type: none"> R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill Bhatta, S.K., Business Ethics & Managerial Values. Dave, Nalini V: Vedanta and Mana Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi 1998 Chakraborty, S.K.: Managerial Effectiveness and Quality of Work life – Indian Insights, Tata McGraw Hill Publishing Company, New Delhi – 1987 Chakraborty, S.K.: Management by Values, Oxford University Press 1991. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata Mc Graw Hill, 2010 Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009 Biswanath Ghosh, Ethics In Management and Indian Ethos, Vikas Publishing House, 2009 Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill, 2009 S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 2008

T.Y.BMS SEMESTER VI - Core Course

TY BMS	Semester VI(Practical)
---------------	--------------------------------

T.Y.B.M.S. Syllabus Semester V & VI

RJCUBMS605 Operation Research	<ul style="list-style-type: none">● Taha H.A., Operations Research - An Introduction, 6th Edition , Hall of India● Kapoor V.K., Operations Research Techniques for Management, 7th Edition, Sultan Chand & Sons● Kantiswarup, Gupta P.K. & Manmohan, Operations Research 9th Edition, Sultan Chand & Sons● Sharma S.D., Operations Research, 8th Edition, Kedarnath, Ramnath & Company● Bronson R, Operations Research, 2nd Edition, Shaum's Outline Series● Vora N.D, Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill co.● Shreenath L.S, Principles & Application 3rd Ed.,, PERT & CPM, Affiliated East-West Press Pvt. Ltd.● Wagener H.M., Principles of Operations Research 2nd Edition, Prentice - Hall of India● Sasieni M, Yaspan A & John Wiley & Sons Friedman L, Operations Research - Methods & Problems 1st Edition● Natrajan Balasubramani, Tamilarasi, Operations Research, Pearson Education● G. Hadley, Linear Programming, Narosa Book Distributors Private Ltd● L.C. Jhamb, Quantitative Techniques (For Managerial Decisions VOL I), Everest Publishing House, Pune.● Paul Loomba, Linear Programming, Tata McGraw Hill Publishing Co. Ltd.● Aditham B. Rao , Operations Research Edition 2008, Jaico Publishing House, Mumbai
-------------------------------------	---

Scheme of Examinations

1. Two Internals of 20 marks each. Duration 30 min for each.
2. One External (Semester End Examination) of 60 marks. Duration: 2 hours.
3. Minimum marks for passing Semester End Theory and Practical Exam is 40 %.
4. Student must appear at least one of the two Internal Tests to be eligible for the Semester End Examination.
5. For any KT examinations, there shall be ODD-ODD/EVEN-EVEN pattern followed.
6. HOD's decision, in consultation with the Principal, shall remain final and abiding to all.

Evaluation and Assessment

Evaluation: Total marks per course - 100

CIA- 40 marks

CIA 1: Written test -20 marks

CIA 2: Written Test / Assignment /Presentation/ Group Discussion/ Role Play/ Report -20 marks

Semester End Examination – 60 marks

Question paper covering all units

Mapping of the course to employability/ Entrepreneurship/skill development:

Course Code	Course Code	Unit No. and Topics	Focus Area
Investment Analysis & Portfolio Management	RJCUBMS501A	Unit I Introduction to Investment Environment	Skill Development (Knowledge / awareness)
		Unit II Risk - Return Relationship	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in self/others investment portfolio risk and return management)
		Unit III Portfolio Management and Security Analysis	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in self/others investment portfolio building)
		Unit IV Theories, Capital Asset Pricing Model and Portfolio Performance Measurement	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in business or in job)
Commodity & Derivatives Market	RJCUBMS502A	Unit I Introduction to Commodities and Derivatives Market	Employability, Entrepreneurship & Skill development
		Unit II Futures & Hedging	Employability & Entrepreneurship
		Unit III Options and Option Pricing Models	Employability & Entrepreneurship
		Unit IV Trading, Clearing & Settlement in Derivatives Market and Types of Risk	Employability, Entrepreneurship & Skill development
Wealth Management	RJCUBMS503A	Unit I Introduction	Skill Development (Knowledge / awareness)
		Unit II Insurance Planning and Investment Planning	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts for self/others)
		Unit III Financial Mathematics/ Tax and Estate Planning	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts for self/others)
		Unit IV Retirement Planning/ Income	Skill Development (Knowledge /

T.Y.B.M.S. Syllabus Semester V & VI

		Streams & Tax Savings Schemes	awareness), Employability and Entrepreneurship (Apply concepts for consulting others or for self)
Direct Taxation	RJCUBMS504A	Unit I Definitions and Residential Status	Employability and Entrepreneurship
		Unit II Heads of Income – I	Employability and Entrepreneurship
		Unit III eads of Income – II	Employability and Entrepreneurship
		Unit IV Deductions under Chapter VI A	Employability and Entrepreneurship
		Unit V Computation of Taxable Income of Individuals	Employability and Entrepreneurship
Service marketing	RJCUBMS501B	Unit I Introduction of Services Marketing	Employability and Entrepreneurship
		Unit II Key Elements of Services Marketing Mix	Employability and Entrepreneurship
		Unit III Managing Quality Aspects of Services Marketing	Employability and Entrepreneurship
		Unit IV Marketing of Services	Employability and Entrepreneurship
E-Commerce & Digital Marketing	RJCUBMS502B	Unit I Introduction to E-commerce	In depth Knowledge, Entrepreneurship skills, Analytical skills & Employability
		Unit II E-Business & Applications	Skill Development, Analytical Skills, Aesthetic skills, Entrepreneurship & Employability
		Unit III Payment, Security, Privacy & Legal Issues in E-Commerce	Analysing skills, Employability skills, Technical skills, Legal knowledge gained & Evaluative skills
		Unit IV Digital Marketing	Skill Development, Analytical skills, Employability, Entrepreneurship skills, Aesthetic skills & Evaluative skills

T.Y.B.M.S. Syllabus Semester V & VI

Sales and Distribution Management	RJCUBMS503B	Unit I Introduction to sales & distribution	Skill development (knowledge enhancement)
		Unit II Market Analysis and Selling	Employability and Entrepreneurship (selling skills)
		Unit III Distribution Channel Management	Employability and Entrepreneurship (team building skills)
		Unit IV Performance Evaluation, Ethics and Trends	Employability and Entrepreneurship (interpersonal skills)
Customer Relationship management	RJCUBMS504B	Unit I Introduction to Customer Relationship Management	Skill development (intra personal skills)
		Unit II CRM Marketing Initiatives, Customer Service and Data Management	Employability and Entrepreneurship (creativity skills & analytical skills)
		Unit III CRM Strategy, Planning, Implementation and Evaluation	Employability and Entrepreneurship (decision making skills)
		Unit IV CRM New Horizons	Employability and Entrepreneurship
Finance for HR Professionals and Compensation Management	RJCUBMS501C	Unit I Compensation Plans and HR Professionals	Employability & Entrepreneurship
		Unit II Incentives and Wages	Employability, Entrepreneurship & Skill development
		Unit III Compensation to Special Group and Recent Trend	Employability, Entrepreneurship & Skill development
		Unit IV Legal and Ethical Issues in Compensation	Employability, Entrepreneurship & Skill development
Performance Management & Career Planning	RJCUBMS502C	Unit I Performance Management – An Overview	Skill development (analytical skills)
		Unit II Performance Management Process	Entrepreneurship (team work)
		Unit III Ethics, Under Performance and Key Issues in Performance Management	Employability
		Unit IV Career Planning and Development	Employability

T.Y.B.M.S. Syllabus Semester V & VI

Talent & Competency Management	RJCUBMS503C	Unit 1 Introduction to Talent Management	Employability & Entrepreneurship
		Unit II Talent Management System	Employability, Entrepreneurship & Skill development
		Unit III Contemporary Issues and Current Trends in Talent Management	Employability & Entrepreneurship
		Unit IV Competency Management & Competency Mapping	Employability, Entrepreneurship & Skill development
Stress Management	RJCUBMS504C	Unit I Understanding Stress	Understanding of stress and basic skills on stress and stress management
		Unit II Managing Stress I	Stress coping skills, Time management Skills and entrepreneurial skills
		Unit III Managing Stress II	Meditation skills , Pranayama Skills and entrepreneurial skills
		Unit IV Stress Management Leading to Success	Entrepreneurial skills
Logistics and supply chain management	RJCUBMS505	Unit I Overview Logistics Supply Chain Management	Skill Development & Entrepreneurship
		Unit II Elements of Logistics Mix	Employability Entrepreneurship
		Unit III Inventory Management, Logistics Costing, Performance Management & Logistical Network Analysis	Skill Development & Entrepreneurship
		Unit IV Recent Trends in Logistics and Supply Chain Management	Skill Development, Employability & Entrepreneurship
Corporate Communication and Public Relations	RJCUBMS506	Unit I Foundation Corporate Communication	Skill Development & Entrepreneurship
		Unit II Understanding Public Relation	Skill Development
		Unit III Function of Corporate Communication and Public Relation	Entrepreneurship & Employability
		Unit IV Emerging Technology in	Skill Development &

		Corporate Communication and Public Relation	Entrepreneurship
--	--	---	------------------

Course Code	Course Code	Unit No. and Topics	Focus Area
International Finance	RJCU BMS6 01A	Unit I Fundamentals of International Finance	Skill Development (Knowledge Enhancement)
		Unit II Foreign Exchange Markets exchange rate determination.	Employability and Skill Development (Knowledge Enhancement/ awareness/analytical skills)
		Unit III World Financial Market institutions and Risks	Employability and Skill Development (Knowledge Enhancement/ awareness/analytical skills)
		Unit IV Foreign Exchange Risk Appersial and Tax management	Employability (researcher) and Skill Development (Knowledge Enhancement/ awareness/analytical skills)
Innovative Financial Services	RJCU BMS0 2A	Unit I Introduction to Traditional Financial Services	Entrepreneurship/ Employability
		Unit II Issue Management and Securitization	Entrepreneurship/ Employability /Analytical skill
		Unit III Financial Services and Its Mechanism	Entrepreneurship/ Employability/ research work
		Unit IV Consumer Finance and Credit	Entrepreneurship/ Employability/ knowledge building
Project Management	RJCU BMS6 03A	Unit I Introduction to Project Management & Project Initiation	Employability, Entrepreneurship &Skill Development
		Unit II Analyzing Project Feasibility	Employability, Entrepreneurship &Skill Development
		Unit III Budgeting, Cost & Risk Estimation in Project Management	Employability, Entrepreneurship &Skill Development
		Unit IV New Dimensions in Project Management	Employability, Entrepreneurship &Skill Development
Indirect Taxes	RJCU BMS6	Unit I Introduction to Indirect Taxation and GST	Employability and Entrepreneurship

	04A	Unit II Concept of Supply	Employability and Entrepreneurship
		Unit III Registration and Computation of GST	Employability and Entrepreneurship
		Unit IV Filing of Returns	Employability and Entrepreneurship
Brand Management	RJCU BMS6 01B	Unit I Introduction to Brand Management	Skill Development & Entrepreneurship
		Unit II Planning and Implementing Brand Marketing Programs	Skill Development
		Unit III Measuring and Interpreting Brand Performance	Entrepreneurship
		Unit IV Growing and Sustaining Brand Equity	Skill Development & Entrepreneurship
Retail Management	RJCU BMS6 02B	Unit I Retail Management Overview	Skill Development & Entrepreneurship
		Unit II Retail Consumer and Consumer Strategy	Employability and Entrepreneurship
		Unit III Merchant Management and Pricing	Entrepreneurship
		Unit IV Managing and Sustaining Retail	Skill Development & Entrepreneurship
International Marketing	RJCU BMS6 03B	Unit I Introduction to International Marketing & Trade	Employability and Entrepreneurship
		Unit II International Marketing Environment and Marketing Research	Entrepreneurship (analytical skills)
		Unit III International Marketing Mix	Employability and Entrepreneurship (creativity skills)
		Unit IV Developments in International Marketing	Employability and Entrepreneurship
Media Planning & Management	RJCU BMS6 04B	Unit I Overview of Media and Media Planning	Analytical skills, Evaluative skills, Skill development & Researching abilities
		Unit II Media Mix & Media Strategy	Skill development,

			Employability, Analytical skills & Entrepreneurship skills
		Unit III Media Budgeting, Buying & Scheduling	Skill development, Employability, Entrepreneurship, Analytical skills & Evaluative skills
		Unit IV Media Measurement, Evaluation	Skill development, Employability, Entrepreneurship, Analytical skills & Evaluative skills
HRM in Global Perspective	RJCU BMS6 01C	Unit I International HRM an Overview	Employability
		Unit II Global HRM Function	Employability Entrepreneurship
		Unit III Managing Expatriation & Repatriation	Employability Skill Development
		Unit IV International HRM Trends and Challenges	Employability Entrepreneurship Skill Development
Organisational Development	RJCU BMS6 02C	Unit I Organization Development an Overview	Change management and development skills, entrepreneurial skills.
		Unit II Organization Diagnosis, Renewal and Change	Entrepreneurial skills employability skills
		Unit III OD Interventions	Skills on Intervention strategies, people management skills
		Unit IV OD Effectiveness	Networking skills, skills pertaining to power politics management and ethical skills
HRM in Service Sector	RJCU BMS6 03C	Unit I Service Sector Management- An Overview	Employability and Entrepreneurship (creativity skills)
		Unit II Managing Human Element in Service Sector	Employability and Entrepreneurship (team work)
		Unit III Issues and Challenges of HR in Service Sector	Employability and Entrepreneurship (problem solving skills)
		Unit IV HRP Evaluation, Attrition,	Entrepreneurship

		Retention & Globalization	
Indian Ethos in Management	RJCU BMS6 04C	Unit I Indian Ethos	Employability
		Unit II Work Ethos	Employability Entrepreneurship
		Unit III Stress management and techniques	Employability Skill Development
		Unit IV Gurukul system of learning	Employability Entrepreneurship Skill Development
Operation Research	RJCU BMS6 05	Unit I Introduction to Operations Research and Linear Programming	Entrepreneurship, Analytical skill development
		Unit II Assignment and Transportation Problems.	Employability entrepreneurship skill development
		Unit III Network Analysis	Entrepreneurship, Analytical skill development
		Unit IV Job sequencing and Theory of games	Employability, Analytical skill development
Project Work	RJCU BMS6 06	Research Project Submission and Viva Voce	Practical Aspects of Research