

# **SNDT Women's University**

## **BMS –Revised Syllabus Details**

Name of the Course : **Bachelor of Management Studies  
(BMS)**

Duration : **3 years**

Number of Semesters : **6**

Credit per paper : **4**

Total Number of  
Papers in 6 Semesters : **30**

Total Credits : **120**

Structure : **As given below**

## BMS –Revised Syllabus Structure

Sem	General	Finance	Marketing	HRM	Economics	Prod/ Ops	Computers	QT/ Vocational
I	(1) Principles of Management (2) Business Communication	(3) Financial Accounting	(4) Principles of Marketing		(5) Economics-I			
II			(1) Marketing Management	(2) Organisational Behaviour	(3) Economics - II		(4) Introduction to ICT	(5) Introduction to Quantitative Tecniques
III	(1) Business Laws	(2) Cost and Management Accounting		(3) HRM		(4) Fundamentals of Production & Operations Mgt		(5) Quantitative Techniques for Business
IV	(1) Strategic Management	(2) Financial Management	(3) Consumer & Buyer Behaviour			(4) Quality Management		(5) Vocational paper (Choose one) (a) Entrepreneurship Development &Event Management (b) Entrepreneurship Development &Stock Market Operations (c) Entrepreneurship Development &Digital Marketing (d) Entrepreneurship Development &Tourism Management (e) Entrepreneurship Development & Rural Marketing (f) Entrepreneurship Development & Logistic (g) Entrepreneurship Development & Insurance
V		(1) Auditing & Taxation (2) Banking &Financial Services	(3) Integrated Marketing Communication (4) BrandMgmt	(5) Industrial Relations (6) Human Resource Development				(7) Advanced Quantitative Methods for Business
VI		(1) Security Analysis and Portfolio Management (2) Advanced Financial Management	(3) International Business (4) Retail Management	(5)International HRM (6) Talent Mgmt.				(7) Project

**Sem I**

<b>No.</b>	<b>Course Code</b>	<b>Title of the Paper</b>	<b>Marks</b>	<b>Credits</b>
1.	1001	Principles of Management	100	04
2.	1002	Business Communication	100	04
3.	1003	Financial Accounting	100	04
4.	1004	Principles of Marketing	100	04
5.	1005	Economics-I	100	04

**Sem II**

<b>No.</b>	<b>Course Code</b>	<b>Title of the Paper</b>	<b>Marks</b>	<b>Credits</b>
1.	2001	Marketing Management	100	04
2.	2002	Organizational Behavior	100	04
3.	2003	Economics - II	100	04
4.	2004	Introduction to ICT	100	04
5.	2005	Introduction to Quantitative Techniques	100	04

### Sem III

No.	Course Code	Title of the Paper	Marks	Credits
1.	3001	Business Laws	100	04
2.	3002	Cost & Management Accounting	100	04
3.	3003	Human Resource Management	100	04
4.	3004	Fundamentals of Production & Operations Management	100	04
5.	3005	Quantitative Techniques for Business	100	04

### Sem IV

No.	Course Code	Title of the Paper	Marks	Credits
1.	4001	Strategic Management	100	04
2.	4002	Financial Management	100	04
3.	4003	Consumer & Buyer Behaviour	100	04
4.	4004	Quality Management	100	04
5.	40015	Entrepreneurship Development & Event Management	100	04
	40025	Entrepreneurship Development & Stock Market Operations	100	04
	40035	Entrepreneurship Development & Digital Marketing	100	04
	40045	Entrepreneurship Development & Tourism Management	100	04
	40055	Entrepreneurship Development & Rural Marketing	100	04
	40065	Entrepreneurship Development & Logistic	100	04
	40075	Entrepreneurship Development & Insurance	100	04

# SEMESTER I

**Semester: I**

**Paper No: 1**

**Course Code: 1001**

**Paper: Principles of Management**

**Marks: 100 (Internal 25 + External 75)**

**Credits: 4**

**Semester End Examination: 75 Marks**

**Continuous Internal Evaluation: 25 Marks**

**Duration of the Exam: 3 hours**

## Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Case Study <b>OR</b> / <b>AND</b> Quizzes	Case Solution / Quiz Score	10
Book Review <b>OR</b> Assignments on well-known business personality	Review Report / presentation	15
	<b>Total</b>	<b>25</b>

## Objectives:

This paper is intended to enable the students to gain broad understanding of management and various managerial functions.

Module	No.	Topics	Contact Hours	Weightage (%)
I	1.	<b>Nature and Scope of Management</b> Meaning, significance and objectives of Management, Management as a process, management as-an-art, science and profession	07	25
	2.	<b>Schools of Management Thought</b> Classification of various schools of Management thought with special emphasis on the new classical school	08	
II	3	<b>Planning</b> Meaning, importance, elements, process, forecasting, MBO.	07	25
	4	<b>Organizing and Staffing</b> Meaning, importance, process, types of organizations Staffing, meaning, sources of recruitment and selection process	08	

III	5.	<b>Motivation</b> – meaning, importance and theories of motivation (Maslow’s theory and Theory X and Y)	07	25
	6	<b>Leadership</b> – meaning, importance and leadership styles	08	
IV	7	<b>Communication</b> – Meaning, importance, types, process	07	25
	8	<b>Control</b> – meaning, importance, process and effective control system and control techniques.	08	
		<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

- 1 Essentials Of Management Harold Koontz & Cyril O’Donnel, 5<sup>th</sup> Edition  
Tata McGraw Hill, 2000
- 2 Management Concepts and OB, P. S. Rao and N. V. Shah, 1<sup>st</sup> Edition Ajab Publisher
- 3 Principles of Management, Tripathi P.C., Tata McGraw Hill 2006
- 4 Personnel Management, N.D. Gami, New Popular Publication, 2010
- 5 Principles of Management, Ramaswamy, Himalaya Publishing House, 2008

**Semester: I**

**Paper No: 2**

**Course Code: 1002**

**Paper: Business Communication**

**Marks: 100 (Internal 25 + External 75)**

**Credits: 4**

**Semester End Examination: 75 Marks**

**Continuous Internal Evaluation: 25 Marks**

**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

<b>Criteria</b>	<b>Mode of Evaluation</b>	<b>Marks</b>
Assignment / Quiz / Debate	Score	10
Written test on Report Writing / Trade Letters	Marks	15
	<b>Total</b>	<b>25</b>

**Objectives:**

The student understands the importance of the communication, applies concepts to enhance in oral, written and electronic communication skills and personal productivity.

Module	No.	Topics	Contact Hours	Marks/ Weight
I	1.	<b>Concept of Communication</b> Meaning, Definition, Process, importance and channels of communication, communication role in Mgt. technological advancement in communication.	07	25
	2.	<b>Modes of Communication</b> Methods: Verbal and Nonverbal, types, characteristics,	08	
II	4.	Modes: Verbal and Non-verbal communication, advantage and disadvantage, E- Communication and telephone etiquette.	7	25
	5.	<b>Barriers to Communication</b> Different types of barriers to communication. Ways to Overcome these Barriers, Confidence building by organizing debate and Speeches and role plays.	08	
III	7.	<b>Developing writing skills</b> <b>Report writing:</b> academic, Business, Project Format, content and difference between the types of report.	07	25
	8.	<b>Trade letters:</b>  Letter of Order and reply, Inquiry and reply, Complaints, adjustment, Sales and credit letter .	08	
IV	7.	<b>Grammar</b> Punctuation, Phrases and idiom, word formation, conjunctions and preposition.  Self-Preparation, Library Work,	15	25
		<b>Total</b>	60	100

**Reference Books:**

1. Business communication, RaiUrmila&Rai, Himalaya publishing House, Mumbai 2006
2. Principles and practice of business communication, Aspi Doctor and Rhoda Doctor Seth Publications 2008
3. Business Communication, Raman Meenakshi& Singh Prakash, Oxford University Press, Mumbai.2008
4. Grammar book, Wren and Martin, Tata McGraw hill



**Semester: I**  
**Paper No: 3**  
**Course Code: 1003**  
**Paper: Financial Accounting**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Visiting a proprietary manufacturing or trading concern; obtaining Purchase and Sales Book <b>OR</b> Case Study	Purchase and Sales Book evaluation / Case Solution	10
Written Test based on problems on Journal Entries or Final Accounts	Score	15
	<b>Total</b>	<b>25</b>

**Objectives:**

This paper will enable the student to understand the basics of accountancy, learn the use of Computer software packages in preparing final accounts.

Module	No.	Topics	Contact Hours	Weightage (%)
I	1.	Introduction to Book Keeping and Accountancy: Basic terms used in financial accounts. Accounting Concepts and Conventions. (Theory)	07	
	2.	Journal: Meaning, Types, General Journal Problems. Special Journal that is Cash Book.	08	
II	4.	Ledger and Trial Balance: ( Theory and Problems)	05	25
	5.	Bank Reconciliation Statement. (Theory and Simple Problem)	10	
III	6.	Final Accounts of Sole Proprietor and Partnership Firm(theory & simple problems)	15	25

IV	7.	Computerized Accounting: Introduction, Features and Accounting Software.(Tally) version-ERP-9	15	25
		<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

- 1 Book-keeping and Accountancy, Amitabha Mukherjee & Mohammad Hanif, TMH Publications, 2003
- 2 Book-keeping and Accountancy, Choudhary & Chopde, Seth Publications, 2012
- 3 Book-keeping and Accountancy, Aina Pure, Manan Prakashan, 2012
- 4 Elements of Accounts, T.S. Grewal, S. Chand & Co., 2007

**Semester: I**  
**Paper No: 4**  
**Course Code: 1004**  
**Paper: Principles of Marketing**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Case Study <b>OR</b> Data collection related to consumer behaviour	Case Solution / Presentation	10
Assignment on Branding or Segmentation or Competitive Strategies	Presentation	15
	<b>Total</b>	<b>25</b>

**Objectives:**

The student will gain broad exposure to both the theoretical and practical aspects of Marketing Management.

Module	No.	Topics	Contact Hours	Weightage (%)
I	1.	<b>Understanding the Basics</b> Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	06	25
	2.	<b>Overview of Marketing</b> Introduction to Markets Various types of Markets Origin of Marketing Various Definitions of Marketing Role of Marketing and its Relevance Various Marketing Concepts	09	
II	4	<b>The Marketing Concept</b> Differentiate between Selling and Marketing Marketing Philosophies <b>The Marketing Environment</b> Need for Environment Analysis Nature of the Marketing Environment	06 09	25
	5.	Understanding Macro and Micro Environment		
III	7.	<b>SWOT Analysis</b> Concept of SWOT Advantage of SWOT Utility of SWOT Analysis <i>(Use Case Study for Discussion)</i>	15	25

IV	9.	<b>Marketing in the New Economy</b> Introduction to B2B Introduction to B2C Introduction to E-Marketing	15	25
		<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

- 1 Marketing Management Philip Kotler, Prentice Hall, 2007
- 2 Marketing Management, Rajan Saxena, Tata McGraw Hill, 2010
- 3 Marketing Management, Bholanath Dutta, Excel Books, 2010
- 4 Marketing Management, VS Ramaswamy & S Namakumari, Macmillan, 2008

**Semester: I**  
**Paper No: 5**  
**Course Code: 1005**  
**Paper: Economics-I**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Case Study <b>OR</b> Quizzes	Case Solution / Quiz Score	10
Project on demand analysis of a specific product / Project on Market Structure	Project report with or without presentation	15
	<b>Total</b>	<b>25</b>

**Objectives:**

The student will gain a broad understanding of economics from the management perspective.

Module	No.	Topics	Contact Hours	Weightage (%)
I	2.	Introduction to Economics - Meaning and Nature of Economics, Scope, Importance	15	25
		Demand Analysis - Demand Theory, Determinants of Demand Theory, Elasticity of Demand, Types: Price, Income and Cross Elasticity of Demand		
II	4.	Theory of Consumer Behaviour - Marginal Utility, Law of Diminishing Marginal Utility, Indifference Curve - Properties	07	25
	5.	Cost Concepts- Fixed Cost, Average Cost, Average Fixed Cost, Average Variable Cost, Marginal Cost, Total Cost	08	
III	7.	Production Function - Short run and long run production function, Isoquant, Economies of scale, Returns to scale	15	25
	8.	Market Structures - Meaning and Features of Perfect Competition		

IV	10	Monopoly, Monopolistic Competition and Oligopolistic Competition	15	25
		<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

1. Business Economics, S.C. Patra, S. Chand, 2009
2. Introduction to Micro Economics, Cauvery, S. Chand, 2003
3. Advance Economic Theory, D. M. Mithani, Himalaya Publication, 2008
4. Theory of Micro Economics Analysis, H. L. Ahuja S. Chand, 14<sup>th</sup> edition

# SEMESTER II

**Sem - II**

**Paper No: 1**

**Course Code: 2001**

**Paper: Marketing Management**

**Marks: 100 (Internal 25 + External 75)**

**Credits: 4**

**Semester End Examination: 75 Marks**

**Continuous Internal Evaluation: 25 Marks**

**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Assignment <b>AND/OR</b> Case Study	Scores	10
Project on Market Research	Report with or without presentation	15
	<b>Total</b>	<b>25</b>

**Objective:**

The student will gain understanding of the elementary aspects of marketing management.

Module	No.	Detailed Syllabus	Contact Hours	Marks/Weight
I	1.	<b>Understanding Key Concepts</b> Revision of Key Concepts of Marketing as discussed in Semester I	05	25
	2.	<b>Identifying Market Segments and Targets</b> Introduction to Segmentation Effective Segmentation Levels of Market Segmentation Basis for Segmentation Advantages of Segmentation Marketing Targeting <i>Use Case Study for Discussion</i>	10	
II	4.	<b>Positioning</b> Introduction to Positioning Positioning Planning Steps in Positioning	08	25
	5.	Advantages of Positioning <i>Use Case Study for Discussion</i> <b>Market Research</b> Introduction to Market Research Reasons for Market Research Objectives and Importance of Market Research	07	

		The Marketing Research Process Applications of Market Research		
	6.	<b>Analysing Consumers</b> Introduction to Consumer Behaviour Factors influencing Consumer Behaviour The Buying Decision Process Understanding Buyer Behaviour		
III	8.	Nature and Characteristics of Indian Consumer <i>Use Case Study for Discussion</i> <b>Pricing</b> Introduction to Pricing Utility, Value and Pricing	07	25
	9.	Factors affecting pricing decisions 5Cs of Pricing Pricing Objectives		
	10.	<b>New Product Decisions</b> Concept of New Product Development Challenges in New Product Development The process of New Product Development	08	
IV	12	<b>Product Life Cycle</b> Introduction to PLC	07	25
	13	Concept of PLC Actions at various stages of PLC <i>Use Case Study for Discussion</i>	08	
		<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

- 1 Marketing Management, Philip Kotler, Prentice Hall, 2007
- 2 Marketing Management, RajanSaxena, Tata McGraw Hill, 2010
- 3 Marketing Management, BholanathDutta, Excel Books,2010
- 4 Marketing Management, VS Ramaswamy& S Namakumari, Macmillan, 2008



**Sem - II**  
**Paper No: 2**  
**Course Code: 2002**  
**Paper: Organisational Behaviour**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Assignment AND/OR Case Study	Scores	10
Project on Market Research	Report with or without presentation	15
	<b>Total</b>	<b>25</b>

**Objectives:**

The student understands various aspects of human behavior in relation with the organizational culture.

Module	No.	Topics	Contact Hours	Marks/Weight
I	1.	<b>Introduction to OB</b> and individual behavior, concept of organization behavior, Significance of OB , and approaches in OB	07	25
	2.	Personality ,attitudes and Emotions Meaning of Personality, Personality Traits, Development of Personality and Specialization emotions.	08	
II	4.	Components of attitude, Functions of attitudes and changing attitudes.	03	25
	5.	Emotions- meaning, felt versus displayed emotions, emotion dimensions, gender &	04	
	6.	Group Dynamics :Formal and Informal groups, Dynamics of group formation,	05	

III	8.	Team: types of team, and essentials of effective teams.	<b>06</b>	<b>25</b>
	9	Organisational outcomes  Power – Dynamics , Sources , & Ethics, Ethics of power and Politics	<b>06</b>	
IV	11.	Conflicts & Negotiations Nature of Conflict	<b>04</b>	25
	12	Conflict Resolution & Negotiation techniques Managing Conflict	<b>04</b>	
	13	Organizational stress Meaning & Definition ➤ Causes & Effect ➤ Coping Strategies	<b>04</b>	
		<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

1. Organisational Behaviour, Stephen Robbins, Prentice Hall of India, 2010
2. Organisational Behaviour, Nelson, Debra L and James C, Cengage Learning India Pvt Ltd., 2010
3. Organisational Behaviour, Fred Luthans, McGraw Hill., 2011
4. Understanding Organizational Behaviour, Pareek Udai, Oxford University Press. , 2010
5. Organisation Theory and Behaviour, Singh B. P. and Chhabra T. N, Dhanpat Rai and Co. (p) Ltd., 2012

**Semester: II**  
**Paper No: 3**  
**Course Code: 2003**  
**Paper: Economics -II**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Case Study <b>OR</b> Quizzes	Case Solution / Quiz Score	10
Project on demand analysis of a specific product or on Market Structure	Project report with or without presentation	15
	<b>Total</b>	<b>25</b>

**Objective:**

The student will learn about the practical aspects of Economics.

Module	Unit	Topics	Contact Hours	Marks/Weight
I	1.	Introduction to Business Economics- Meaning & Scope of Micro & Macro Economics, Functions of Micro & Macro Economics, Difference between Micro & Macro Economics	06	10
	2	National Income- Meaning, GDP, NNP, Per Capita Income, GNP, PDI, Difficulties in measurement of National Income, Measurement of National Income	09	15
II	3	Money- Meaning, Functions, Constituents of Money, Role of RBI in money control with special reference to CRR, SLR	15	25
	4	Inflation- Meaning, Open Inflation, Types of Inflation, Distinguish between Demand Pull and Cost Push, Impact of Inflation on the economy		
	5	Self-Preparation, Library Work, Industrial visits, Field visits, etc.		

III	6  7	, Concept of Black Money Monetary & Fiscal Policy- Definition of Monetary Policy, Instruments- OMO, Bank Rate, Reserve Requirement changes, Selective Credit  Control, Problems in monetary policy	15	25
IV	8	Fiscal Policy- Definition, Instruments- Taxation, Public Borrowings, Forced Saving, Public Expenditure, Problems in Fiscal Policy	15	25
<b>Total</b>			<b>60</b>	<b>100</b>

**Reference Books:**

1. Principle of Macro Economics, Rangarajan, Himalaya Publishing House, 2010
2. Monetary Economics, Suraj B. Gupta, S Chand Publication, 2010
3. Macro Economics Theory & Policy, Dr.H.L.Ahuja, S Chand Publication, 2008
4. Advanced Economic Theory, Misra&Puri, Himalaya Publishing House 2007, 4th edition,

**Semester: II**

**Paper No: 4**

**Course Code: 2004**

**Paper: Introduction to ICT**

**Marks: 100 (Internal 25 + External 75)**

**Credits: 4**

**Semester End Examination: 75 Marks**

**Continuous Internal Evaluation: 25 Marks**

**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

<b>Criteria</b>	<b>Mode of Evaluation</b>	<b>Marks</b>
Surprise Test / Tests	Score	10
Assignment on MS Word or Power point	Presentation	15
<b>Total</b>		<b>25</b>

**Objectives:**

The student will gain a broad understanding of the fundamentals of computers and the practical use of computers in various business applications

Module	No.	Topics	Contact Hours	Weight age (%)
I	1.	<u>Basic Concepts of Computer</u> Introduction to Computers Define Data, Instruction, Information Basics of Hardware and Software Characteristics of Computers Evolution of Computer Generation of Computers Various fields of application of Computers	04	25
	2.	<u>Programming Languages</u> System Software and Applications Operating System Functions of OS Types of OS File System Knowledge and application of OS Computer Security	04	
	3.	<u>Computer Organization</u> Block Diagram of Computer system: <u>Central processing unit, main memory unit</u> Input-Output Devices Primary memory <u>Memory representation</u> <u>Memory hierarchy</u> <u>Random access memory</u> <u>Types of RAM</u> <u>Read-only memory</u> <u>Types of ROM</u> Secondary storage <u>Classification of secondary storage devices</u> <u>Magnetic tape</u> <u>Magnetic disk</u> <u>Optical disk</u> Mass Storage Device	07	
II	4	<u>Introduction to MS-Word –</u> Introduction to Word Processing, Features Formatting Documents Paragraph Formatting Indents, Page Formatting Header and Footer Bullets and Numbering, Tabs Tables Formatting the Tables Finding and Replacing Text Mail Merging etc.	7	25

	5	<u>Introduction to MS PowerPoint –</u> PowerPoint Features of MS PowerPoint Clipping Slide Animation Slide Shows Formatting etc.	08	
III	6	<u>Introduction to ms-excel –</u> Introduction to electronic spreadsheets Feature of ms-excel Entering data Entering series Editing data Cell referencing Ranges Formulae Functions Auto sum Copying formula Formatting data Creating charts Creating database Sorting data Filtering etc.	<u>15</u>	25
IV	7.	<u>Internet and its Usage</u> Internet and Its Applications <ul style="list-style-type: none"> <li>▪ What is Internet</li> <li>▪ Internet applications and Services</li> <li>▪ Types of Internet Connections</li> </ul> Web Browsing <ul style="list-style-type: none"> <li>▪ Types of Web Browser</li> <li>▪ File Transfer Protocol (FTP)</li> <li>▪ File downloading and Uploading</li> <li>▪ Web 2.0 and Web 3.0</li> </ul> Internet Communications <ul style="list-style-type: none"> <li>▪ E-Mail</li> <li>▪ website surfing and Business applications of EDI</li> <li>▪ Netiquette</li> <li>▪ Cyber crime and Cyber Law</li> <li>▪ Green Computing</li> <li>▪ Social networking</li> <li>▪ Instant Messaging <ul style="list-style-type: none"> <li>▪ Internet Chatting</li> <li>▪ Internet telephony</li> <li>▪ Skype</li> </ul> </li> </ul>	15	25
		<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

- 1 Computer Fundamentals, P. K. Sinha, Fourth Edition, BPB Publication, New Delhi
- 2 Office 2007 in Simple Steps, Kogent Solutions Inc., Dreamtech Press, 2008
- 3 Introduction to Computer Science, IITL Education Solutions Limited, Pearson Education India, 2011
- 4 Introduction to Computers, Peter Norton, Sixth Edition, McGraw Hill

**Semester: II****Paper No: 5****Course Code: 2005****Paper: Introduction to Quantitative Techniques****Marks: 100 (Internal 25 + External 75)****Credits: 4****Semester End Examination: 75 Marks****Continuous Internal Evaluation: 25 Marks****Duration of the Exam: 3 hours****Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Assignment	Assignment score	10
Written test	Paper evaluation	15
	<b>Total</b>	<b>25</b>

**Objectives:**

The students understands the basic Mathematical concepts and to apply Mathematical concepts in management.

Module	No.	Topics	Contact Hours	Weightage (%)
I	1.	<b>Determinant and matrices</b> Simple problems of determinant, crammer's rule of solving equations( two variables only) Addition and multiplication of matrices, inverse matrix, equation solving by using	15	25
II	2	Linear programming Formation of Linear programming, problems and solution of linear problems by graphical method up to two variables.	15	25

III	3	Limit and differentiation Simple problems of limits, definition of derivative, rules derivatives( sum, product, quotient), simple problems (exclude trigonometric functions) application of differentiation in business ( average cost, marginal cost, marginal revenue, optimization of profit, maximum minima functions in economics)	15	25
IV	4	<b>Integration and its business application</b> finite and infinite integration, producer's and consumer's surplus, (excluding trigonometric function)	15	25
		<b>Total</b>	<b>60</b>	<b>100</b>

### Reference Books

- 1 Business Statistics, Naval Bajpai, Pearson
- 2 Business Mathematics, ZameeruddinKazi, Vijay Khanna, S K Bhambri, Vikas Publication
- 3 Business Statistics, J K Sharma, Pearson



# **SNDT Women's University**

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Duration : **3 years**

Number of Semesters : **6**

Credit per paper : **4**

Total Number of  
Papers in 6 Semesters : **30**

Total Credits : **120**

Structure : **As given below**

## BMS –Revised Syllabus Structure

Sem	General	Finance	Marketing	HRM	Economics	Prod/ Ops	Computers	QT/ Vocational
I	(1) Principles of Management (2) Business Communication	(3) Financial Accounting	(4) Principles of Marketing		(5) Economics-I			
II			(1) Marketing Management	(2) Organisational Behaviour	(3) Economics-II		(4) Introduction to ICT	(5) Introduction to Quantitative Tecchniques
III	(1) Business Laws	(2) Cost and Management Accounting		(3) HRM		(4) Fundamentals of Production & Operations Mgt		(5) Quantitative Techniques for Business
IV	(1) Strategic Management	(2) Financial Management	(3) Consumer & Buyer Behaviour			(4) Quality Management		(5) Vocational paper (Choose one) (a) Entrepreneurship Development &Event Management (b) Entrepreneurship Development &Stock Market Operations (c) Entrepreneurship Development &Digital Marketing (d) Entrepreneurship Development &Tourism Management (e) Entrepreneurship Development & Rural Marketing (f) Entrepreneurship Development & Logistic (g) Entrepreneurship Development & Insurance
V		(1) Auditing & Taxation (2) Banking &Financial Services	(3) Integrated Marketing Communication (4) BrandMgmt	(5) Industrial Relations (6) Human Resource Development				(7) Advanced Quantitative Methods for Business
VI		(1) Security Analysis and Portfolio Management (2) Advanced Financial Management	(3) International Business (4) Retail Management	(5)International HRM (6) Talent Mgmt.				(7) Project

## Sem V

For Semester – V, Students will have Compulsory Paper titled ‘Advanced Quantitative Methods for Business’ and select any 2 specialization from Finance, Marketing and HRM (2 papers per specialization). Total 5 papers.

No.	Course Code	Title of the Paper	Marks	Credits
1.	5001	Auditing & Taxation	100	04
2.	5002	Banking & Financial Services	100	04
3.	5003	Integrated Marketing Communication	100	04
4.	5004	Brand Management	100	04
5.	5005	Industrial Relations	100	04
6.	5006	Human Resource Development	100	04
7.	5007	Advanced Quantitative Methods for Business	100	04

## Sem VI

For Semester – VI, Students will have Compulsory Paper titled ‘Project’ and continue with 2 specialization opted in Semester V from Finance, Marketing and HRM (2 papers per specialization). Total 5 papers.

No.	Course Code	Title of the Paper	Marks	Credits
1.	6001	Security Analysis & Portfolio Management	100	04
2.	6002	Advanced Financial Management	100	04
3.	6003	International Business	100	04
4.	6004	Retail Management	100	04
5.	6005	International HRM	100	04
6.	6006	Talent Management	100	04
7.	6007	Project	100	04

# SEMESTER - V

**Semester: V**

**Paper No: 1**

**Course Code: 5001**

**Paper: Auditing & Taxation**

**Marks: 100 (Internal 25 + External 75)**

**Credits: 4**

**Semester End Examination: 75 Marks**

**Continuous Internal Evaluation: 25 Marks**

**Duration of the Exam: 3 hours**

## Internal Evaluation Criteria:

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Visiting a joint stock company or visiting tax professional and learning practical aspects of taxation and auditing.	Presentation / report	10
Written Test	Score	15
	<b>Total</b>	<b>25</b>

## Objectives:

The students will be able to get an overview of the audit process and get an insight on taxation provisions.

Module	Topics	Contact Hours	Weightage (%)
I	<b>Auditing</b>  Definition, nature, Objectives & Importance of Auditing, Investigation & Auditing.  Types of Audit (Statutory , Internal, Bank or Concurrent Audit, Management & Cost Audit)	07	25
	<b>Controls in Auditing</b> 1) Introduction to internal check 2) Introduction to internal Control  Reading of Ledger A/C's (Simple Sums)	08	
II	<b>Taxation:</b> <b>Overview of Direct &amp; Indirect Taxes.</b> a) Indirect Tax: Customs, Excise, VAT, Service Tax	15	25

	b) Income Tax: i) Person ii) Assesse iii) Assessment Year iv) Previous Year v) Income vi) Residential Status. vii) Scope of Total Income (Sec.5) viii) Exempted Incomes Sec10(1),10(2),10(2a),10(10),10(10a)		
III	<b>Scope of Income (Section 14)</b> a) Income from Salary i) Simple problem without valuation of perquisites (Problems) b) Income from house Property (Problem) i) Simple Problems including Interest and Pre-Construction Interest. c) Income from business & Profession. i) Theory & Format) d) Capital Gain (Only Theory) e) Income from other source (Theory & Format) f) Computation of Total Income.	15	25
IV	<b>Deduction of Total Income VI (A)</b> a) 80 C (Only theory & format) b) 80 D (Only theory & format) c) 80 U (Only theory & format) d) 80 DD (Only theory & format)  Introduction to Indirect Taxes (Theory only)	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

#### Reference Books:

1. Contemporary Auditing – Kamal Gupta, 6<sup>th</sup> Edition 2005, published by Tata McGraw Hill Publishing Co. Ltd.
2. Direct & Indirect Taxes – Varsha & Mukund Ainapure, 2<sup>nd</sup> revised edition 2010, published by Manan Prakashan.
3. Direct & Indirect Taxes – V. Singhavi, & L. N. Chopde 2<sup>nd</sup> revised edition 2010 published by Sheth Publishers Pvt. Ltd.
4. Direct Taxes Ready Reckoner – Dr. Vinold Singhania 29<sup>th</sup> edition 2006, published by Taxmann Publication(p) Ltd.

**Semester: V**  
**Paper No: 2**  
**Course Code: 5002**  
**Paper: Banking and Financial Services**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Case Study <b>OR</b> / <b>AND</b> Quizzes	Case Solution / Quiz Score	10
Visit to a Stock Exchange/SEBI/Mutual Fund/Insurance Company/Credit Rating Company/Commercial Bank etc. <b>OR</b> Assignment	Report / Presentation / Test	15
	<b>Total</b>	<b>25</b>

**Objectives:**

The student will be able to get a broad view of the financial environment. They will also be able to understand the role played by the different financial intermediaries and regulatory bodies.

Module	Topics	Contact Hours	Weightage (%)
I	<b>Meaning, Scope, Classification and Innovation of Financial Services.</b> i) Meaning, Scope, Classification and causes of financial innovation. ii) Challenges faced by the financial service sectors iii) Introduction to stock Exchange a) NSE, BSE, OTCEI b) Functions of SEBI	07	25

	<b>Banking:</b> Types- Merchant Banking & Commercial Banking: Meaning, Objectives & Functions/Services	08	
II	<b>Venture Capital</b> i) Concept and features of Venture Capital ii) Scope and Importance of venture Capital iii) Methods of venture financing.  <b>Leasing</b> i) Concept of leasing ii) Types of Lease (Operating Lease, financial lease) iii) Advantages & disadvantages of leasing.	15	25
III	<b>Mutual Funds</b> i) Concept of Mutual Funds ii) Types and Importance of Mutual Funds iii) Factors affecting the selection of Mutual Funds	15	25
IV	<b>Credit Rating.</b> i) Definition ii) Meaning of Credit Rating, iii) Benefits of Credit Rating iv) Credit Rating Agencies in India.	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

**Reference books:**

1. Financial Institutions & Markets – L. M. Bhole, 3<sup>rd</sup> edition 2001, published by Tata McGraw Hill Publishing Co. Ltd.
2. Financial Institutions & Markets - Dr. S. Gurusamy, 2<sup>nd</sup> edition 2006, published by Vijay Nicole Imprints Pvt. Ltd.
3. Financial Markets & Services – E. Gordon & Dr. S. Natarajan, 4<sup>th</sup> revised edition 2007, published by Meena Pandey for Himalaya Publishing House.
4. Merchant Banking & Financial Services – Dr. S. Gurusamy, 1<sup>st</sup> edition 2005, published by Vijay Nicole Imprints Pvt. Ltd.

**Semester: V**  
**Paper No: 3**  
**Course Code: 5003**  
**Paper: Integrated Marketing Communication**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Designing an plan for an event/product <b>OR</b> Case Study	PPT / Case Solution	10
Written Test based on concept understanding and stimulations based on actual market scenario	Score	15
	<b>Total</b>	<b>25</b>

**Objectives:**

This paper will enable the student to understand the dynamics of communication required from marketing point of view.

Module	Topics	Contact Hours	Weightage (%)
I	Concept and Process of Integrated Marketing Communications (IMC) : Elements of IMC- <ul style="list-style-type: none"> <li>• Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns</li> <li>• Sales Promotion-Different types of Sales Promotion, relationship between Sales promotion and advertising</li> <li>• Publicity – Types of Publicity, relationship between advertising and publicity</li> <li>• Personal Selling</li> </ul>	15	25
II	Elements of IMC- <ul style="list-style-type: none"> <li>• Direct marketing and direct response methods</li> <li>• Event Management</li> </ul>	15	25



	<ul style="list-style-type: none"> <li>• E-Commerce</li> <li>• Corporate Communication</li> </ul> <p>Overview of Digital Marketing.</p>		
III	Media Management – Media Process – Media Jargons – Media Buying- Strategies and execution.	15	25
IV	Regulations and Ethical Concerns, Ethics and social responsibility in IMC campaigns Exercise a) Formulate any social responsibility campaigns like save water/say no to the drugs/AIDS/Polio/Save energy/No smoking etc.	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

#### Reference Books:

1. Advertising and Promotions-Belch & Celch, Tata Mcgrew Hill 2001
2. Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia-Himalya Publishing
3. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI, 2002

**Semester: V**  
**Paper No: 4**  
**Course Code: 5004**  
**Paper: Brand Management**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Case Study	Case Solution	10
Book Review <b>OR</b> Assignments on well known Indian Brands	Review Report / presentation	15
	<b>Total</b>	<b>25</b>

**Objectives:**

This paper is intended to enable the students to gain broad understanding of branding as an important aspect of marketing management.

Module	Topics	Contact Hours	Weightage (%)
I	<b>Introductory view:</b> Difference between product and brand, Meaning and importance of Brand name, Types of Brand, Brand Portfolio Brand building stages	15	25
II	<b>Brand Positioning:</b> Brand positioning & Strategies for Brand positioning Brand repositioning & Strategies for Brand repositioning Case Studies: On brand positioning and repositioning	15	25
III	<b>Brand Equity:</b> Cost Based, Price Based, and Consumer Based, important Factors in Brand building,	15	25

	Brand leverage (concept) Brand promotional activities.		
IV	<b>Brand Extensions:</b> Types of brand extensions, Difference between Brand extension, Line Extension, and Product Extension, Brand Portfolio analysis of Indian companies (TATA/Parle Agro etc.)	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

1. Brand Management, Gulnar Sharma Karan Singh Khundia, First Edition 2012, Himalaya Publications house.
2. Marketing Management, Philip Kotler, Edition 2008, S.C. Johnson and son Publications.
3. Modern Marketing, R.S.N. Pillai and Bhagwati, Revised Edition 2012, S. Chand Publications.
4. Product and Brand management, K Venugopal Rao, First Edition 2010, Himalaya Publication House.

**Semester: V**  
**Paper No: 5**  
**Course Code: 5005**  
**Paper: Industrial Relations**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Visit to an industry	Report	5
Written Test based on concept understanding	Score	5
Interview with a registered trade union	PPT	10
Visit to Labour welfare office of the state	Report	5
	<b>Total</b>	<b>25</b>

**Objectives:**

Provide intensive theoretical and practical knowledge of IR and Trade Union, provide outline position of IR in Indian Prospective and provide practical information about how to handle grievances.

Module	Topics	Contact Hours	Weightage (%)
I	<b>Industrial Relations Perspective</b> Impact of Industrial Relation: Concept, Characteristics of IR , Importance of IR, Scope of IR – Factors Affecting IR, Approaches to IR, Pre – requisite for successful IR, Programme, Evaluation& aspects of IR, Characteristics of IR	15	25
II	<b>Labour Welfare</b> Introduction, welfare Provisions Personal Problems: Absenteeism, Employee Morale and Motivation, Health and Safety, Conflict to Cooperation	15	25

III	<p><b>Industrial Disputes:</b> Forms, Types, Causes, Preventions &amp; Settlement of Dispute, Role and process of Negotiations- conciliation &amp; arbitration.</p> <p><b>Discipline and Grievance Management:</b> Grievance procedure, disciplinary procedure. Collective Bargaining: Introduction, Nature or Characteristics, essential for collective bargaining, procedure of collective bargaining.</p>	15	25
IV	<p><b>Trade Union Concept –</b> Trade Union Movement in India, trade union concept- General features, Function - Types &amp; Structure of Trade Union, Problems of Trade unions, Essentials for success of Trade Unions.</p>	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

1. Industrial Relation, Arjun Monappa, Tata McGrawHill, 2002.
2. Industrial Relations, Subba Rao, Himalaya Publication.
3. Industrial Relations, Arun Monoppa, Tata McGraw Hill, 2002.
4. Industrial Relations, Concepts and Legal Framework, A.M.Sharma, Himalaya, 1999.
5. Personnel Management, C.B. Mamoria, Himalaya Publication.

**Semester: V**  
**Paper No: 6**  
**Course Code: 5006**  
**Paper: Human Resource Development**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Indian case study on change management	Case Solution	10
Book review of "TATA LOG " by Harish Bhatt or any other related book	Score	15
	<b>Total</b>	<b>25</b>

**Objectives:**

Students will enable to understand the meaning, scope and functions of HRD and a grater realization about its contribution to the value chain, students also Learn various rule of HRD managers.

Module	Topics	Contact Hours	Weightage (%)
I	<b>HRD –</b> Concept, fundamentals ,Objectives , need and importance of HRD, Designing an effective HRD programs, Functions of HRD managers. Evaluating HRD Programme,	15	25
II	<b>Training &amp; Development:</b> Training Needs, Types & Methods of Training  <b>Types:</b> Induction , Job training , Promotion training , Refresher training  <b>Methods /Techniques of on the job and -off the job:</b>  Lectures, Trial and error experience, Understudy, Position Rotation, Specific Project, Committee	15	25

	Assignments, Selective Reading, Vestibule Schools, Case Studies, Conferences, Symposium, Brain Storming, Fish bowl, Role Playing, Simulation, T- Groups, In-basket Training, Games.		
III	<b>Organizational change and Development</b> Organizational Change, Resistance to change, Managing Change, Organizational development- meaning, characteristics, objectives, OD interventions and Techniques, OD process-steps.	15	25
IV	<b>Employee Morale</b> Meaning and characteristics, factors affecting morale, types of morale, measurement of morale, improving morale, Job satisfaction, Team building.	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

#### Reference Books:

1. Case Studies, ICFAI Publication.
2. Essentials of Human Resource Mgt & IR Personnel Mgt. P. Subba Rao, C. B. Mammoria, Himalaya Publication.
3. HRM, Terry L. Leap, Maxwell Macmillan, 1990.
4. HRM, Dr. C. B. Gupta Sultan Chand & Sons, 2003.
5. Textbook of HRM, C.B. Mammoria, Himalaya Publication-2003.

**Semester: V**  
**Paper No: 7**  
**Course Code: 5007**  
**Paper: Advanced Quantitative Methods for Business**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Assignment	Assignment score	10
Written test	Paper evaluation	15
	<b>Total</b>	<b>25</b>

**Objectives:**

Provide intensive theoretical and practical knowledge of statistics, and provide an integrated perspective of management functioning along with Quantitative methods of Business.

Module	Topics	Contact Hours	Weightage (%)
I	<b>Testing of Hypothesis – One Sample Test</b> Meaning and type of hypothesis, types of error, large sample test (significance difference between mean and proportions), small sample test (t- test, difference between means).	15	25
II	<b>Testing of Hypothesis – Two Samples Test</b> Testing of Hypothesis for two samples independent Testing of Hypothesis for two samples related Testing of Hypothesis for two samples proportion	15	25
III	<b>Analysis of Variance</b> F- test on variance ratio test , Analysis of variance in one way and two way classification.  <b><math>\chi^2</math> test ( chi- square test)</b> Introduction, $\chi^2$ - defined, condition for applying $\chi^2$ - test, yate correction, use of $\chi^2$ test.	15	25



IV	<b>Network Analysis</b> Concept of Network Analysis – Concept of PERT – Concept of CPM – Problem solving using PERT CPM	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

1. Business Statistics, J K Sharma, Pearson publications.
2. Fundamental of Statistics, S. C. Gupta, Himalaya Publication.
3. Statistical Methods, S. P. Gupta, S. Chand Publication.

# SEMESTER – VI

**Semester: VI**

**Paper No: 1**

**Course Code: 6001**

**Paper: Security Analysis and Portfolio Management**

**Marks: 100 (Internal 25 + External 75)**

**Credits: 4**

**Semester End Examination: 75 Marks**

**Continuous Internal Evaluation: 25 Marks**

**Duration of the Exam: 3 hours**

## **Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

<b>Criteria</b>	<b>Mode of Evaluation</b>	<b>Marks</b>
Visiting an Investment or wealth management firm and learning practical aspects of portfolio.	Presentation before experts	10
Assignment of preparing a model portfolio based on risk/ Test	Score	15
	<b>Total</b>	<b>25</b>

## **Objectives:**

The student will be able to design a portfolio and can take investment decisions.

<b>Module</b>	<b>Topics</b>	<b>Contact Hours</b>	<b>Weightage (%)</b>
I	<b>Introduction to Portfolio Management and Investment</b> a) Meaning b) Phases of Portfolio Management c) Role of Portfolio Management. d) Financial and Economic Meaning of Investment	15	25

II	<b>Investment and Risk analysis</b> a) Characteristics and objectives of i) Investment V/S Speculation. ii) Investment V/S Gambling b) Types of investors and investment Avenues.  <b>Risk</b> a) Meaning b) Elements: ((Systematic Risk , Unsystematic Risk) (Excluding Measurement of Risks)	15	25
III	<b>Fundamental and Technical Analysis</b> a) Meaning of Fundamental Analysis b) Introduction to Economy, Industry and company Analysis framework. c) Technical Analysis i) Meaning ii) Basis Principles of Technical Analysis iii) Elliot Wave Theory	15	25
IV	<b>Efficient Market Theory &amp; Portfolio Selection Model</b> Weak form, semi strong form, strong form of efficient markets. Markowitz Model, CAPM Model	15	25
<b>Total</b>		<b>60</b>	<b>100</b>

**Reference Books:**

1. Investment Analysis & Portfolio Management- N. G. Kale & Dr. P. K. Bandgar, 2<sup>nd</sup> edition June 2003, published by N. V. Maroo for Vipul Prakashan.
2. Investment Management, Security Analysis & Portfolio Management – Dr. Preeti Singh, 11<sup>th</sup> edition 2003, published by Meena Pandey for Himalaya Publishing House.
3. Portfolio Management – S. Kevin, 2<sup>nd</sup> edition, June 2006, published by Ashok K. Ghosh, Prentice Hall of India Pvt. Ltd.
4. Portfolio Management (including Security analysis) – Dr. G. Ramesh Prabhu, 1<sup>st</sup> edition 2007 published by Ashok K. Mittal for concept Publishing Co.

**Semester: VI**  
**Paper No: 2**  
**Course Code: 6002**  
**Paper: Advanced Financial Management**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Project related to Corporate Mergers and Acquisitions, Inventory & Cash Management, Financial plan etc.	Presentation before experts/report	10
Written Test / Assignment	Score	15
	<b>Total</b>	<b>25</b>

**Objectives:**

The student will be able to apply advanced financial techniques for effective management.

Module	Topics	Contact Hours	Weightage (%)
I	<b>Financial Planning and Capitalisation</b> (i) Financial Plan – Meaning, Process & Limitations (ii) Capitalisation – Meaning, (iii) Under and Over Capitalisation-Meaning, Effects, Causes & remedies.	15	25
II	<b>Management of Accounts Receivables</b> i) Concept & Importance ii) Credit Policy – Nature & Goals iii) Factors affecting Credit Policy iv) Need for granting credit v) Credit Policy Variables	15	25

III	<b>Inventory &amp; Cash Management</b> (i) Meaning & Objectives of cash management (ii) Motives of holding cash (iii) Strategies of Cash Management (iv) Importance & Techniques of Inventory Management	15	25
IV	<b>Financial and Operating Leverages, Business Restructuring</b>  (i) Operating Leverage – Meaning, Degree, Significance & Limitations. (ii) Financial Leverage – Meaning, Degree, Significance & Limitations. (i) Types – Mergers, Acquisitions, Amalgamations, De-Mergers, Joint Ventures. (Concepts of each of the types)  Case Study on Corporate Mergers and Acquisitions	15	25
<b>Total</b>		<b>60</b>	<b>100</b>

**Reference Books:**

1. Basic Financial Management- M. Y. Khan & P. K. Jain, 2<sup>nd</sup> edition 2005, published by Tata Mcgraw Hill Publishing Co. Ltd.
2. Financial Management – I.M. Pandey 8<sup>th</sup> Edition, published by Vikas Publishing house.
3. Financial Management for BMS – O.P. Agarwal, 1<sup>st</sup> Edition June 2010
4. Financial Management- P. V. Kulkarni & B. G. Satyaprasad, 12<sup>th</sup> edition, published by Himalaya Publishing House.
5. Fundamentals of Financial Management- Prof. A. P. Rao, 7<sup>th</sup> revised & enlarged edition. 2006 published by Everest Publishing House.
6. Principles of Financial Management- Satish M. Inamdar, 3<sup>rd</sup> edition 2006, published by Everest Publishing House.

**Semester: VI**  
**Paper No: 3**  
**Course Code: 6003**  
**Paper: International Business**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Visiting an export firm/ forwarding agents to have an overview of international business formalities.	Presentation / report	10
Written Test / case presentation of International business	Score	15
	<b>Total</b>	<b>25</b>

**Objectives:**

Provide students with a perspective of International Business Management, its environment and complexities and International monetary system.

Module	Topics	Contact Hours	Weightage (%)
I	Introduction: <ul style="list-style-type: none"> <li>• Meaning and Importance of International Business.</li> <li>• Difference between Domestic and International Business.</li> </ul> International Business in the 21 <sup>st</sup> Century: <ul style="list-style-type: none"> <li>• The Global Business Environment</li> <li>• Factors affecting International Business</li> <li>• The Impact of Technology</li> </ul>	15	25
II	Legal Aspects of International Business: <ul style="list-style-type: none"> <li>• Legal environment for international business.</li> </ul>	15	25

	<ul style="list-style-type: none"> <li>• Importance of intellectual property rights and patents.</li> <li>• Importance of laws relating to product packaging labeling etc.</li> <li>• WTO – Legal Implications and anti dumping..</li> </ul>		
III	<p>International Marketing:</p> <ul style="list-style-type: none"> <li>• Dynamics of product and market selection</li> <li>• Segmentation of international markets and consumer’s selection.</li> <li>• International marketing strategies</li> </ul> <p>International Business Environment in India</p> <ul style="list-style-type: none"> <li>• Imports related environment in India and other countries. Role of RBI, Customs, DGFT etc.</li> </ul>	15	25
IV	<p>International Human Resource Management:</p> <ul style="list-style-type: none"> <li>• Business ethics and Values ,Importance of Relationships marketing</li> <li>• International HRM Strategy.</li> <li>• Impact of Religion and Culture Labour markets/skills and training</li> </ul> <p>Export pricing in India /Role of HR/Finance– A case study.</p>	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

**Reference books:**

1. International Business Law and its Environment, Richard Schaffer and others, Cengage, 2009.
2. International School, Justin Paul and published by PHI learning Pvt. Ltd. 2008.
3. Managing Global Work force , Charles M Vance and Yongsunpaik,, PHI, 2009.
4. Reading and Cases in International Human Resource Management, Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Routledge, Fourth Edition,2007.

**Semester: VI**  
**Paper No: 4**  
**Course Code: 6004**  
**Paper: Retail Management**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Project on small/large scale retailers	Presentation/ Report	15
Written Test/ Assignment	Score	10
	<b>Total</b>	<b>25</b>

**Objectives:**

To provide the in-depth knowledge (theoretical as well as practical) about various aspects of retail management & concepts linked to it.

Module	Topics	Contact Hours	Weightage (%)
I	Introduction to Retailing Definition, Importance, Features of Retailing, Factors influencing retail industry, Challenges faced by retailers, Growth of retail in recent years, Future prospects of retailing in Indian Scenario.	15	25
II	Classification of Retail Outlet Organized & unorganized retail Classification : Based on channels, Type of merchandise sold, Type of ownership, Multichannel formats	15	25
III	Retail Store location planning Store Layout Types of store layouts Concept of visual merchandising	15	25
IV	Pricing Strategies Concept of retail price	15	25



	Elements of retail price Retail pricing policies & strategies Technology in retailing Online shopping, E-retailing, database marketing, E-CRM Case study on retailing		
	<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

1. Retail Management - Levi & Weitz –TMH Publications
2. Retail Management - P. Ksinha & Uniyal –Oxford Publication
3. Retail Management - Text & cases By Swapna Pradhan –Pearson Publication

**Semester: VI**  
**Paper No: 5**  
**Course Code: 6005**  
**Paper: International HRM**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Literature review <b>AND/OR</b> Case Study on failures and success of acquisition and mergers from HR perspectives	Report with presentation / Scores	10
Assignment on Modern techniques of IHR / Test	Scores	15
	<b>Total</b>	<b>25</b>

**Objectives:**

Students learn techniques which International HR (IHR) managers undertake similar to their domestically-based colleagues and the scope and complexity of IHRM Tasks.

Module	Topics	Contact Hours	Weightage (%)
I	Globalization – Nature, Drivers, Effects; Multiculturalism – Definition, dimensions, Cultural Predisposition Cross Cultural Differences & Managing Across Culture; Staffing Of International Business	15	25
II	IHR Planning, Recruitment, Selection, T & D For International Business International Compensation Management; Repatriation; HRM In Cross Culture Mergers & Acquisitions Analysis of Success & Failures of Acquisitions and mergers through HR perspective.	15	25

III	Ethics And The IHR; Social Responsibility And International Business Demographic diversities and its influences on global execution of business	15	25
IV	Recent techniques in HR: Employee leasing, dual carrier groups. Flexi time and flexi work, organizational politics, exist Policy and Practice	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

**Reference Books:**

1. International Human Resource Management- Text And Cases, K Aswathappa, Sadhna Dash, Tata McGraw-Hill.
2. Managing the Global Workforce, Paula Caligiuri, David Lepak, Jaime Bonache, John Wiley & Sons Ltd.

**Semester: VI**  
**Paper No: 6**  
**Course Code: 6006**  
**Paper: Talent Management**  
**Marks: 100 (Internal 25 + External 75)**  
**Credits: 4**  
**Semester End Examination: 75 Marks**  
**Continuous Internal Evaluation: 25 Marks**  
**Duration of the Exam: 3 hours**

**Internal Evaluation Criteria:**

All modes of internal evaluation should be conveyed to the students in the beginning of the semester.

Criteria	Mode of Evaluation	Marks
Online Assignment, Literature review AND/OR Case Study.	Scores	10
Project on recruitment agency/recruitment policies of a MNC.	Report with or without presentation	10
Registering to an online portal, Appearing for an interview.	Verification	5
	<b>Total</b>	<b>25</b>

**Objectives:**

To give student an introduction to Talent Management as practiced in leading organizations and to review and discuss existing organizational practices related to developing and managing Human Resources to achieve business strategies and objectives.

Module	Topics	Contact Hours	Weightage (%)
I	<b>An Historical Perspective on Management and Executive Careers and the Challenge of Talent Management.</b>  <b>Introduction to Talent Mgmt - Overview</b> a) Strategic Frameworks b) HR Frameworks  Attraction, acquisition and retention of talents: Employer branding  Career Planning, Succession Planning and boundary less career spanning Hindrances to Career planning.	15	25

	Online recruitment and Job Portals its influence on today's recruitment scenario		
II	<b>Training and development</b> Steps in training, Methods of training, Training calendar, Need and importance of training	15	25
III	<b>Commercials for Talent Management</b> Understanding and Managing the Finances of Talent Managing Cost issues associated with talent management, especially the risk of lost investments in employees and how to manage them in ways that allow the investments to be paid off.	15	25
IV	Talent management process HR relevant cross-cultural management issues & Conflict resolution. The Future of Career Management	15	25
	<b>Total</b>	<b>60</b>	<b>100</b>

#### Reference Books:

1. Academic Journals: Academy of Management Review, Academy of Management Journal, International Journal of Human Resource Management, Human Resource Management, Journal of Management, Journal of Vocational Behavior.
2. Human Resource Management: Gaining a Competitive Advantage, Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2008). 6<sup>th</sup> Edition. McGraw-Hill/Irwin.
3. Practical Journals: Academy of Management Perspectives, Harvard Business Review.

**Semester: VI**  
**Paper No: 7**  
**Course Code: 6007**  
**Paper: Project**  
**Marks: 100**  
**Credits: 4**  
**Semester End Examination: 100 Marks**

**Guidelines:**

In the beginning of Semester VI, students should be assigned industry based project related to their specialization.

Students should be guided for preparation of the report.

Combined evaluation by internal and external examiner: Weightage of 50 marks to the project report and 50 marks for viva-voce.