

**Bachelor of Management Studies (BMS)  
Programme**

**Three Year Integrated Programme-  
Six Semesters  
*Course Structure***

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

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

***Board of Studies-in-Unaided Commerce***

# Bachelor of Management Studies (BMS) Programme

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

### *Course Structure*

#### FYBMS

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

Courses Code	Semester I	Credits	Course code	Semester II	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>		<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
SIUBMS 11	Introduction to Financial Accounts	<b>03</b>	SIUBMS21	Introduction to Cost Accounting – I *	<b>03</b>
SIUBMS12	Business Law	<b>03</b>	SIUBMS22	Industrial Law	<b>03</b>
SIUBMS13	Business Mathematics	<b>03</b>	SIUBMS23	Business Statistics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>		<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>		<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
SIUBMS14	Business Communication - I	<b>03</b>	SIUBMS24	Business Communication -II	<b>03</b>
<b>2B</b>	<b><i>*Skill Enhancement Courses (SEC)</i></b>		<b>2B</b>	<b><i>**Skill Enhancement Courses (SEC)</i></b>	
SIUBMS15	Foundation Course-I	<b>02</b>	SIUBMS25	Foundation Course -II	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>		<b>3</b>	<b><i>Core Courses (CC)</i></b>	
SIUBMS16	Foundation of Human Skills	<b>03</b>	SIUBMS26	Principles of Marketing	<b>03</b>
SIUBMS17	Business Economics-I	<b>03</b>	SIUBMS27	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

**\* Business Environment is replaced with Introduction to Cost Accounting-I**

# Bachelor of Management Studies (BMS) Programme

## Under Choice Based Credit, Grading and Semester System

### Course Structure

#### SYBMS

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

Courses Code	Semester III	Credits	Course code	Semester IV	Credits
1	Elective Courses (EC) (Marketing or Finance)		1	Elective Courses (EC) (Marketing or Finance)	
Marketing Electives			Marketing Electives		
SIUBMS31M	Consumer Behaviour	03	SIUBMS41M	Integrated Marketing Communication	03
SIUBMS32M	Advertising	03	SIUBMS42M	Rural Marketing	03
Finance Electives			Finance Electives		
SIUBMS31F	Equity & Debt Market	03	SIUBMS41F	Strategic Cost Management	03
SIUBMS32F	Corporate Finance	03	SIUBMS42F	Auditing	03
2	Ability Enhancement Courses (AEC)		2	Ability Enhancement Courses (AEC)	
2A	Ability Enhancement Compulsory Course (AECC)		2A	Ability Enhancement Compulsory Course (AECC)	
SIUBMS33	Information Technology in Business Management - I	03	SIUBMS43	Information Technology in Business Management-II	03
2B	*Skill Enhancement Courses (SEC)		2B	**Skill Enhancement Courses (SEC)	
SIUBMS34	Foundation Course – III (Environmental Management)	02	SIUBMS44	Foundation course-IV (Ethics & Governance)	02
3	Core Courses (CC)		3	Core Courses (CC)	
SIUBMS35	Business Planning & Entrepreneurial Management	03	SIUBMS45	Business Economics-II	03
SIUBMS36	Accounting for Managerial Decisions	03	SIUBMS46	Business Research Methods	03
SIUBMS37	Strategic Management	03	SIUBMS47	Production & Total Quality Management	03
Total Credits		20	Total Credits		20

# Bachelor of Management Studies (BMS) Programme

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

### *Course Structure*

#### TYBMS

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

Courses Code	Semester V	Credits	Course code	Semester VI	Credits
1	Elective Courses (EC) (Marketing or Finance)		1	Elective Courses (EC) (Marketing or Finance)	
Marketing Electives			Marketing Electives		
SIUBMS51M	Services Marketing	03	SIUBMS61M	Brand Management	03
SIUBMS52M	E-Commerce & Digital Marketing	03	SIUBMS62M	Retail Management	03
SIUBMS53M	Sales & Distribution Management	03	SIUBMS63M	International Marketing	03
SIUBMS54M	Customer Relationship Management	03	SIUBMS64M	Media Planning & Management	03
Finance Electives			Finance Electives		
SIUBMS51F	Investment Analysis & Portfolio Management	03	SIUBMS61F	International Finance	03
SIUBMS52F	Financial Accounting	03	SIUBMS62F	Project Management	03
SIUBMS53F	Risk Management	03	SIUBMS63F	Strategic Financial Management	03
SIUBMS54F	Direct Taxes	03	SIUBMS64F	Indirect Taxes	03
2	Core Courses (CC)		2	Core Courses (CC)	
SIUBMS55	Logistics & Supply Chain Management	04	SIUBMS65	Operation Research	04
2A	Ability Enhancement Course (AEC)		2A	Ability Enhancement Course (AEC)	
SIUBMS56	Corporate Communication & Public Relations	04	SIUBMS66	Project Work	04
Total Credits		20	Total Credits		20

**Revised Syllabus  
Of  
Bachelor of Management Studies (BMS)  
Programme  
First Year  
*Semester I and II***

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

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

***Board of Studies-in-Unaided Commerce***

# Bachelor of Management Studies (BMS) Programme

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

### *Course Structure*

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

## Semester I

Courses Code	Semester I	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
SIUBMS11	Introduction to Financial Accounts	<b>03</b>
SIUBMS12	Business Law	<b>03</b>
SIUBMS13	Business Mathematics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
SIUBMS14	Business Communication - I	<b>03</b>
<b>2B</b>	<b><i>*Skill Enhancement Courses (SEC)</i></b>	
SIUBMS15	Foundation Course - I	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
SIUBMS16	Foundation of Human Skills	<b>03</b>
SIUBMS17	Business Economics-I	<b>03</b>
<b>Total Credits</b>		<b>20</b>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2018-2019***

***Elective Courses (EC)***

**SIUBMS11 Introduction to Financial Accounts**

***Modules at a Glance***

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

**Learning Objective:-**

The course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable the students to understand information contained in the published financial statements of companies and other organisations.

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



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2018-2019***

***Elective Courses (EC)***

**SIUBMS12 Business Law**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ To understand the basic concept of agreement & contract.
- ✓ To understand the relationship between the seller & buyer under the sale of goods Act.
- ✓ To understand relationship between banker & customer under negotiation of goods act 1881.

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2018-2019***

***Elective Courses (EC)***

**SIUBMS13 Business Mathematics**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ Understanding basic terms in the areas of business calculus and financial mathematics
- ✓ Independently solving of business problems.

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2018-2019***

**SIUBMS14 Business Communication - I**

***Modules at a Glance***

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

**Learning Objectives:-**

After completion of the syllabus, students should be able to:

- ✓ Apply appropriate communication skills across setting, purposes, and audiences.
- ✓ Demonstrate knowledge of communication theory and application.
- ✓ Practice critical thinking to develop innovative and well-founded perspectives related to the students emphases.
- ✓ Build and maintain healthy and effective relationships.
- ✓ Use technology to communicate effectively in various settings and contexts.
- ✓ Demonstrate appropriate and professional ethical behavior.

Sr. No.	Modules / Units
1	<b>THEORY OF COMMUNICATION</b>
	<p><b>Concept of Communication:</b> Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication</p> <p><b>Channels and Objectives of Communication: Channels-</b> Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine</p> <p><b>Objectives of Communication:</b> Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees (A brief introduction to these objectives to be given)</p> <p><b>Methods and Modes of Communication:</b> Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax]  <ul style="list-style-type: none"> <li>Computers and E- communication Video and Satellite Conferencing</li> </ul> </p>
2	<b><u>OBSTACLES TO COMMUNICATION IN BUSINESS WORLD</u></b>
	<p><b>Problems in Communication /Barriers to Communication:</b> Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers</p> <p><b>Listening:</b> Importance of Listening Skills, Cultivating good Listening Skills – 4</p> <p><b>Introduction to Business Ethics:</b> Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility</p>
3	<b><u>BUSINESS CORRESPONDENCE</u></b>
	<p><b>Theory of Business Letter Writing:</b> Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing,</p> <p><b>Personnel Correspondence:</b> Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation (to be taught but not to be tested in the examination)]</p>
4	<b><u>LANGUAGE AND WRITING SKILLS</u></b>
	<p>Language and writing skills Commercial terms used in business communication</p>

	<p><b>Paragraph Writing:</b>  Developing an idea, using appropriate linking devices, etc  Cohesion and Coherence, self-editing, etc [Interpretation of technical data, Composition on a given situation, a short informal report etc.]</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>▪ Listening Comprehension</li> <li>▪ Remedial Teaching</li> <li>▪ Speaking Skills: Presenting a News Item, Dialogue and Speeches</li> <li>▪ Paragraph Writing: Preparation of the first draft, Revision and Self – Editing, Rules of spelling.</li> </ul> <p>Reading Comprehension: Analysis of texts from the fields of Commerce and Management</p> <p><b>Importance of social media in communication: use of social media</b>  <b>Facebook, twitter, whatsapp, telegram etc. Applications and their use in spreading messages in formal and informal way.</b></p>
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***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I***

***with Effect from the Academic Year 2018-2019***

***Skill Enhancement Courses (SEC)***

**SIUBMS15 Foundation Course -I**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ To impart knowledge on multicultural diversity of Indian Society.
- ✓ To give the overview of Indian Constitution.
- ✓ To explore the reasons for disparity arising out of gender inequalities.
- ✓ To examine inequalities due to caste system and intergroup conflicts arising out of communalism.



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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I***

***With Effect from the Academic Year 2018-2019***

***Core Courses (CC)***

**SIUBMS16 Foundation of Human Skills**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ To understand inter and intra difference among individuals
- ✓ To give overview of group behavior organizational conflicts and resolutions
- ✓ To understand the different theories of Motivation.
- ✓ To understand the organizational change with respect to organizational development and work stress.

Sr. No.	Modules / Units
1	<b>Understanding of Human Nature</b>
	<ul style="list-style-type: none"> <li>• <b>Individual Behaviour:</b> Concept of a man, individual differences, factors affecting individual differences, Influence of environment</li> <li>• <b>Personality and attitude:</b> Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation , self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions</li> <li>• <b>Thinking, learning and perceptions:</b> Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type ( IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attributional).</li> </ul>
2	<b>Introduction to Group Behaviour</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Group Behaviour</b> <ul style="list-style-type: none"> <li>▪ <b>Group Dynamics:</b> Nature, types, group behaviour model (roles, norms, status, process, structures)</li> <li>▪ <b>Team effectiveness:</b> nature, types of teams, ways of forming an effective team.</li> <li>▪ Setting goals.</li> </ul> </li> <li>• <b>Organizational processes and system.</b> <ul style="list-style-type: none"> <li>▪ <b>Power and politics:</b> nature, bases of power, politics nature, types, causes of organizational politics, political games.</li> </ul> </li> </ul> <p><b>Organizational conflicts and resolution:</b> Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.</p>
3	<b>Organizational Culture and Motivation at workplace</b>
	<ul style="list-style-type: none"> <li>• <b>Organizational Culture:</b> <ul style="list-style-type: none"> <li>▪ Characteristics of organizational culture.</li> <li>▪ Types, functions and barriers of organizational culture</li> <li>▪ Ways of creating and maintaining effective organization culture</li> </ul> </li> <li>• <b>Motivation at workplace:</b></li> </ul>

	<p>Introduction, Incentives</p> <ul style="list-style-type: none"> <li>• Concept of motivation</li> </ul> <p>Theories of motivation in an organisational set up.</p> <ul style="list-style-type: none"> <li>▪ A.Maslow Need Hierarchy</li> <li>▪ F.Hertzberg Dual Factor</li> <li>▪ Mc.Gregor theory X and theory Y.</li> </ul> <p>Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.</p>
<b>4</b>	<b>Organisational Change, Creativity and Development and Work Stress</b>
	<ul style="list-style-type: none"> <li>• <b>Organisational change and creativity:</b> Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving.</li> <li>• <b>Organisational Development and work stress:</b> Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2018-2019***

***Core Courses (CC)***

**SIUBMS17 Business Economics - I**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ To apply the concept of opportunity cost
- ✓ To employ marginal analysis for decision making
- ✓ To analyse operations of markets under varying competitive conditions
- ✓ To analyse causes and consequences of unemployment, inflation and economic growth.

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

	<i>practical examples)</i>
<b>5</b>	
	<p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing</p> <p><i>(case studies on how pricing methods are used in business world)</i></p>

# Bachelor of Management Studies (BMS) Programme

*Under Choice Based Credit, Grading and Semester System*

## *Course Structure*

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

## Semester II

Course code	Semester II	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
SIUBMS21	Introduction to Cost Accounting	<b>03</b>
SIUBMS22	Industrial Law	<b>03</b>
SIUBMS23	Business Statistics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC) - Foundation Course - II</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
SIUBMS24	Business Communication - II	<b>03</b>
<b>2B</b>	<b><i>**Skill Enhancement Courses (SEC)</i></b>	
SIUBMS25	Foundation Course -II	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
SIUBMS26	Principles of Marketing	<b>03</b>
SIUBMS27	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2018-2019***

**SIUBMS21 Introduction to Cost Accounting**

**Modules at a Glance**

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

**Learning Objectives:-**

- ✓ 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

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2018-2019***

***Elective Courses (EC)***

**SIUBMS22Industrial Law**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ To understand the concept regarding industry, industrial dispute, strikes, layoffs & retrenchment.
- ✓ To understand what is employee compensation under employee's compensation Act 1923

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2018-2019***

***Elective Courses (EC)***

**SIUBMS23 Business Statistics**

***Modules at a Glance***

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

**Learning Objective:-**

The objective of this course is to provide an understanding for the graduate business student on statistical concepts to include measurements of location and dispersion, probability distributions, sampling, estimation, hypothesis testing, regression, and correlation analysis, multiple regression and business / economic forecasting.

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2018-2019***

***Ability Enhancement Courses (AEC)***

**SIUBMS24 Business Communication – II**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ Understand the fundamental principles of effective business communication;
- ✓ Apply the critical and creative thinking abilities necessary for effective communication in today's business world;
- ✓ Organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context; and
- ✓ Demonstrate clarity, precision, conciseness and coherence in your use of language.

Sr. No.	Modules / Units
1	<b>Presentation Skills</b>
	<b>Presentations:</b> (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
2	<b>Group Communication</b>
	<b>Interviews:</b> Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit. <b>Meetings:</b> Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions <b>Conference:</b> Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing <b>Public Relations:</b> Meaning, Functions of PR Department, External and Internal Measures of PR
3	<b>Business Correspondence</b>
	<b>Trade Letters:</b> Order, Credit and Status Enquiry, Collection (just a brief introduction to be given) <b>Only following to be taught in detail:-</b> 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.]
4	<b>Language and Writing Skills</b>
	<b>Reports:</b> Parts, Types, Feasibility Reports, Investigative Reports <b>Summarisation:</b> Identification of main and supporting/sub points Presenting these in a cohesive manner



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2018-2019***

***Skill Enhancement Courses (SEC)***

**SIUBMS25 Foundation Course – II**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ To get in-depth knowledge of current social problems in the society in which they live in.
- ✓ To cover wider issues of globalization human rights, ecology, environment and topics concerning coping with stress, conflict and its resolution.

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2018-2019***

***Elective Courses (EC)***

**SIUBMS26 Principles of Marketing**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ Assess marketing's role in discovering and satisfying consumer's needs, wants and behaviors.
- ✓ Determine market size through a target market analysis
- ✓ Utilize environmental scanning to identify opportunities and threats in the marketing environment.
- ✓ Examine electronic commerce and interactive marketing and how they create customer value.
- ✓ Evaluate the electronic presence of various companies in the marketplace (both locally and globally)
- ✓ Analyse marketing factors that contribute to a product's success or failure

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

***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester II  
with Effect from the Academic Year 2018-2019***

***Core Courses (CC)***

**SIUBMS27 Principles of Management**

***Modules at a Glance***

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

**Learning Objectives:-**

- ✓ Practice the process of management's four function: Planning, Organising, Leading and Controlling.
- ✓ Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.
- ✓ Evaluate leadership styles to anticipate the consequences of each leadership style.
- ✓ Gather and analyse both qualitative and quantitative information to isolate issues and formulate best control methods.

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

**Revised Syllabus  
Of  
Bachelor of Management Studies (BMS)  
Programme  
Second Year  
*Semester III and IV***

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

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

***Board of Studies-in-Unaided Commerce***

# Bachelor of Management Studies (BMS) Programme

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

### *Course Structure*

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

## Semester III

No. of Courses	Semester III	Credits
<b>1</b>	<b><i>Elective Courses (Marketing or Finance)</i></b>	
<b>Marketing Electives</b>		
SIUBMS31M	Consumer Behaviour	<b>03</b>
SIUBMS32M	Advertising	<b>03</b>
<b>Finance Electives</b>		
SIUBMS31F	Equity & Debt Market	<b>03</b>
SIUBMS32F	Corporate Finance	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
SIUBMS33	Information Technology in Business Management - I	<b>03</b>
<b>2B</b>	<b><i>*Skill Enhancement Courses (SEC)</i></b>	
SIUBMS34	Foundation Course (Environmental Management) – III	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
SIUBMS35	Business Planning & Entrepreneurial Management	<b>03</b>
SIUBMS36	Accounting for Managerial Decisions	<b>03</b>
SIUBMS37	Strategic Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester III  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)  
Marketing Electives**

**SIUBMS31M Consumer Behaviour**

***Modules at a Glance***

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

**Learning Objective:**

- This course is meant to equip undergraduate students with basic knowledge about various dimensions of Consumer Behaviour.
- Students are expected to develop the skill of understanding and analysing consumer information and using it to create consumer- oriented marketing strategies.

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester III  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)  
Marketing Electives**

**SIUBMS32M Advertising**

***Modules at a Glance***

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

Learning objective: To understand the role of advertising in contemporary scenario and help in creating careers in advertising industry.

Sr. No.	Modules / Units
1	Introduction to Advertising
	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
2	Strategy and Planning Process in Advertising
	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.
3	Creativity in Advertising
	• 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 • 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
4	Budget, Evaluation, Current trends and careers in Advertising
	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 Pretesting 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

***Revised Syllabus of Courses of Bachelor of Management Studies  
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**Elective Courses (EC)  
Finance Electives**

**SIUBMS31F Equity & Debt Market**

***Modules at a Glance***

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

Learning objective: This paper aims at understanding the evolution of various aspects of financial markets which in turn will help the students in developing skills required in valuation of financial instruments.

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester III***

***with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)**

**Finance Electives**

**SIUBMS32F Corporate Finance**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	10
2	Capital Structure and Leverage	20
3	Time Value of Money	20
4	Mobilisation of Funds	10
<b>Total</b>		<b>60</b>

Learning objective: The objective is to develop a conceptual frame work of finance function and to acquaint the learners with the tools, techniques and process of financial management in the territory of financial decision making.

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



***Revised Syllabus of Courses of Bachelor of Management Studies  
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**Ability Enhancement Courses (AEC)**

**SIUBMS33 Information Technology in Business  
Management - I**

***Modules at a Glance***

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

Learning objective: To learn basic concepts of Information Technology, its support and role in Management, for managers.

Sr. No.	Modules / Units
1	<b>Introduction to IT Support in Management</b>
	<ul style="list-style-type: none"> <li>• Information Technology concepts</li> </ul> <p>Concept of Data, Information and Knowledge Concept of Database</p> <ul style="list-style-type: none"> <li>• <b>Introduction to Information Systems and its major components.</b></li> </ul> <p>Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Types of CBIS - brief descriptions and their interrelationships/hierarchies</li> <li><input type="checkbox"/> Office Automation System(OAS)</li> <li><input type="checkbox"/> Transaction Processing System(TPS)</li> <li><input type="checkbox"/> Management Information System(MIS)</li> <li><input type="checkbox"/> Decision Support Systems (DSS)</li> <li><input type="checkbox"/> Executive Information System(EIS)</li> <li><input type="checkbox"/> Knowledge based system, Expert system</li> </ul> <ul style="list-style-type: none"> <li>• <b>Success and Failure of Information Technology.</b></li> </ul> <p>Failures of Nike and AT&amp;T</p> <ul style="list-style-type: none"> <li>• <b>IT Development Trends.</b></li> </ul> <p>Major areas of IT Applications in Management</p> <ul style="list-style-type: none"> <li>• <b>Concept of Digital Economy and Digital Organization.</b></li> <li>• <b>IT Resources</b></li> </ul> <p>Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</p>
2	<b>Office Automation using MS Office</b>
	<ul style="list-style-type: none"> <li>• Learn Word:</li> </ul> <p>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.</p> <ul style="list-style-type: none"> <li>• <b>Spreadsheet application (e.g. MS-Excel/openoffice.org)</b></li> </ul> <p>Creating/Saving and editing spreadsheets Drawing charts.</p>

	<p>Using Basic Functions: text, math &amp; trig, statistical, date &amp; time, database, financial, logical</p> <p>Using Advanced Functions : Use of VLookup/HLookup</p> <p>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,</p> <p>• <b>Presentation Software</b></p> <p>Creating a presentation with minimum 20 slides with a script. Presenting in different views,</p> <p>Inserting Pictures, Videos, Creating animation effects on them</p> <p>Slide Transitions, Timed Presentations</p> <p>Rehearsal of presentation</p>
<b>3</b>	<b>Email, Internet and its Applications</b>
	<p>• Introduction to Email</p> <p>Writing professional emails</p> <p>Creating digitally signed documents.</p> <p>• <b>Use of Outlook</b> : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook</p> <p>Emailing the merged documents.</p> <p>Introduction to Bulk Email software</p> <p>• <b>Internet</b></p> <p>Understanding Internet Technology</p> <p>Concepts of Internet, Intranet, Extranet</p> <p>Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses)</p> <p>Study of LAN, MAN, WAN</p> <p>• <b>DNS Basics.</b></p> <p>Domain Name Registration, Hosting Basics.</p> <p>• <b>Emergence of E-commerce and M-Commerce</b></p> <p>Concept of E-commerce and M-Commerce</p> <p>Definition of E-commerce and M-Commerce</p> <p>Business models of e-commerce: models based on transaction party (B2B, B2C,B2G, C2B, C2C, E-Governance)</p> <p>Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.</p>
<b>4</b>	<b>E-Security Systems</b>
	<p>• Threats to Computer systems and control measures.</p> <p>Types of threats-</p>

	<p>Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism)</p> <p>Threat Management</p> <ul style="list-style-type: none"> <li>• <b>IT Risk</b></li> </ul> <p>Definition, Measuring IT Risk, Risk Mitigation and Management</p> <ul style="list-style-type: none"> <li>• <b>Information Systems Security</b></li> <li>• <b>Security on the internet</b></li> </ul> <p>Network and website security risks</p> <p>Website Hacking and Issues therein.</p> <p>Security and Email</p> <ul style="list-style-type: none"> <li>• <b>E-Business Risk Management Issues</b></li> </ul> <p>Firewall concept and component, Benefits of Firewall</p> <ul style="list-style-type: none"> <li>• <b>Understanding and defining Enterprise wide security framework</b></li> <li>• <b>Information Security Environment in India with respect to real Time</b></li> </ul> <p><b>Application in Business</b></p> <p>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</p> <p>Security measures in International and Cross Border financial transactions</p> <ul style="list-style-type: none"> <li>• <b>Threat Hunting Software</b></li> </ul>
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***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester III  
with Effect from the Academic Year 2018-2019***

**Core Courses (CC)**

**SIUBMS34 Foundation Course- III  
Environmental Management**

***Modules at a Glance***

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

Learning objective: This paper aims at sensitizing the learners about the various environmental issues and innovations adopted by business to reduce the adverse impact on environment.

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
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**Core Courses (CC)**

**SIUBMS35 Business Planning & Entrepreneurial  
Management**

***Modules at a Glance***

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

Learning objective: To develop entrepreneurs & to equip them with the skills required in business planning and venture development.

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



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester III  
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**Core Courses (CC)**

**SIUBMS36 Accounting for Managerial Decisions**

***Modules at a Glance***

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

Learning objective: The course aims at explaining the core concepts of business finance and its importance in managing the business.

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

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester III  
with Effect from the Academic Year 2018-2019***

**Core Courses (CC)**

**SIUBMS37 Strategic Management**

***Modules at a Glance***

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

Learning Objective: 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.

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

# Bachelor of Management Studies (BMS) Programme

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

### *Course Structure*

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

## Semester IV

No. of Courses	Semester IV	Credits
<b>1</b>	<b><i>Elective Courses (Marketing or Finance)</i></b>	
<b>Marketing Electives</b>		
SIUBMS41M	Integrated Marketing Communication	<b>03</b>
SIUBMS42M	Rural Marketing	<b>03</b>
<b>Finance Electives</b>		
SIUBMS41F	Strategic Cost Management	<b>03</b>
SIUBMS42F	Auditing	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
SIUBMS43	Information Technology in Business Management-II	<b>03</b>
<b>2B</b>	<b><i>*Skill Enhancement Courses (SEC)</i></b>	
SIUBMS44	Foundation Course (Ethics & Governance )- IV	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
SIUBMS45	Business Economics-II	<b>03</b>
SIUBMS46	Business Research Methods	<b>03</b>
SIUBMS47	Production & Total Quality Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>

*Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester IV  
with Effect from the Academic Year 2018-2019*

**Elective Courses (EC)  
Marketing Electives**

**SIUBMS41M Integrated Marketing Communication**

*Modules at a Glance*

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Integrated Marketing Communication	15
2	Elements of IMC – I	15
3	Elements of IMC – II	15
4	Evaluation & Ethics in Marketing Communication	15
<b>Total</b>		<b>60</b>

Learning objective: 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.

Sr. No.	Modules / Units
1	<b>Introduction to Integrated Marketing Communication</b>
	<ul style="list-style-type: none"> <li>• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</li> <li>• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</li> <li>• Communication process, Traditional and alternative Response Hierarchy Models</li> <li>• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</li> </ul>
2	<b>Elements of IMC – I</b>
	<ul style="list-style-type: none"> <li>• <b>Advertising</b> – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</li> <li>• <b>Sales promotion</b> – 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.</li> </ul>
3	<b>Elements of IMC – II</b>
	<ul style="list-style-type: none"> <li>• <b>Direct Marketing</b> - 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</li> <li>• <b>Public Relations and Publicity</b> – 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</li> <li>• <b>Personal Selling</b> – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</li> </ul>
4	<b>Evaluation &amp; Ethics in Marketing Communication</b>
	<ul style="list-style-type: none"> <li>• <b>Evaluating an Integrated Marketing program</b> – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate</li> </ul> <p>Test Markets – competitive responses, scanner data, Purchase simulation tests</p> <ul style="list-style-type: none"> <li>• <b>Ethics and Marketing communication</b> – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• <b>Current Trends in IMC</b> – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>

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**Elective Courses (EC)  
Marketing Electives**

**SIUBMS42M Rural Marketing**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Rural Market	15
3	Rural Marketing Mix	15
4	Rural Marketing Strategies	15
<b>Total</b>		<b>60</b>

Learning objective: 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.



Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• Introduction to Rural Market, Definition &amp; Scope of Rural Marketing.</li> <li>• Rural Market in India-Size &amp; Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).</li> <li>• Emerging Profile of Rural Markets in India,</li> <li>• Problems of rural market.</li> <li>• Constraints in Rural Marketing and Strategies to overcome constraints</li> </ul>
2	<b>Rural Market</b>
	<ul style="list-style-type: none"> <li>• <b>Rural Consumer Vs Urban Consumers</b>– a comparison.</li> <li>• Characteristics of Rural Consumers.</li> <li>• <b>Rural Market Environment:</b> <ul style="list-style-type: none"> <li>a)Demographics– Population, Occupation Pattern, Literacy Level;</li> <li>b)Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,</li> <li>c)Rural Infrastructure -Rural Housing, Electrification, Roads</li> </ul> </li> <li>• <b>Rural Consumer Behaviour:</b> meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.</li> </ul>
3	<b>Rural Marketing Mix</b>
	<ul style="list-style-type: none"> <li>• Relevance of Marketing mix for Rural market/Consumers.</li> <li>• Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods &amp; Services; Importance of Branding, Packaging and Labelling.</li> <li>• Nature of Competition in Rural Markets, the problem of Fake Brands</li> <li>• Pricing Strategies &amp; objectives</li> <li>• Promotional Strategies. Segmentation, Targeting &amp; Positioning for rural market.</li> </ul>
4	<b>Rural Marketing Strategies</b>
	<ul style="list-style-type: none"> <li>• <b>Distribution Strategies for Rural consumers.</b></li> </ul> <p>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)</p> <ul style="list-style-type: none"> <li>• <b>Communication Strategy.</b></li> </ul> <p>Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences.</p> <p>Rural Media- Mass media, Non-Conventional Media, Personalized media;</p>

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**Elective Courses (EC)  
Finance Electives**

**SIUBMS41F Strategic Cost Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Strategic Cost Management(Only Theory)	20
2	Activity Based Costing	20
3	Strategic Cost Management performance assessment (Only theory )	08
4	Variance Analysis & Responsibility Accounting (Practical Problems)	12
<b>Total</b>		<b>60</b>

Learning objective: Learners should develop skills of analysis, evaluation and synthesis in cost and management accounting.

Sr. No.	Modules / Units
1	<b>Introduction to Strategic Cost Management(Only Theory)</b>
	<ul style="list-style-type: none"> <li>• <b>Strategic Cost Management (SCM):</b> Concept and Philosophy-Objectives of SCM- Environmental influences on cost management practices, Key elements in SCM- Different aspects of Strategic Cost Management: Value Analysis &amp; Value Engineering, Wastage Control, Disposal Management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost &amp; Supply Cost, Cost Reduction &amp; Product Life Cycle Costing(An Overview)</li> </ul>
2	<b>Activity Based Costing</b>
	<ul style="list-style-type: none"> <li>• <b>Activity Based Management and Activity Based Budgeting:</b> Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (<b>Practical Problems on ABC</b>), 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)</li> </ul>
3	<b>Strategic Cost Management performance assessment (Only theory )</b>
	<ul style="list-style-type: none"> <li>• Cost Audit &amp; Management Audit under companies Act, with reference to strategic assessment of cost &amp; managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages &amp; long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation</li> </ul>
4	<b>Variance Analysis &amp; Responsibility Accounting (Practical Problems)</b>
	<ul style="list-style-type: none"> <li>• <b>Standard Costing</b> (Material, Labour, Overhead, Sales &amp; Profit)</li> <li>• <b>Responsibility Accounting</b> –Introduction, Types &amp; Evaluation of Profit Centre and Investment Centre</li> </ul>

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**Elective Courses (EC)  
Finance Electives**

**SIUBMS42F Auditing**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Auditing	15
2	Audit Planning, Procedures and Documentation	15
3	Auditing Techniques and Internal Audit Introduction	15
4	Auditing Techniques: Vouching & Verification	15
<b>Total</b>		<b>60</b>

Learning objective: To enable students get acquainted with the various concepts of auditing, understand and practice the various techniques of auditing while managing their finances.

Sr. No.	Modules / Units
1	<b>Introduction to Auditing</b>
	<ul style="list-style-type: none"> <li>• <b>Basics</b> – 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.</li> <li>• <b>Errors &amp; Frauds</b> – 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</li> <li>• <b>Principles of Audit</b> – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audit Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting</li> <li>• <b>Types of Audit</b> – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit</li> </ul>
2	<b>Audit Planning, Procedures and Documentation</b>
	<ul style="list-style-type: none"> <li>• <b>Audit Planning</b> – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach.</li> <li>• <b>Audit Program</b> – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work , Instruction before commencing Work, Overall Audit Approach</li> <li>• <b>Audit Working Papers</b> - 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</li> <li>• <b>Audit Notebook</b> – Meaning, structure, Contents, General Information, Current Information, Importance</li> </ul>
3	<b>Auditing Techniques and Internal Audit Introduction</b>
	<ul style="list-style-type: none"> <li>• <b>Test Check</b> - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions.</li> <li>• <b>Audit Sampling</b> - 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</li> <li>• <b>Internal Control</b> - 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 creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks</li> <li>• <b>Internal Audit</b> - 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</li> </ul>

<b>4</b>	<b>Auditing Techniques: Vouching &amp; Verification</b>
	<ul style="list-style-type: none"> <li>• <b>Audit of Income</b> - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received</li> <li>• <b>Audit of Expenditure</b> - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense</li> <li>• <b>Audit of Assets Book Debts / Debtors, Stocks</b> -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</li> <li>• <b>Audit of Liabilities</b> - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities</li> </ul>

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**Ability Enhancement Courses (AEC)**

**SIUBMS43 Information Technology in Business  
Management – II**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Management Information system	15
2	ERP/E-SCM/E-CRM	15
3	Introduction to databases and data warehouse	15
4	Outsourcing	15
<b>Total</b>		<b>60</b>

Learning objective: To provide conceptual study Management Information system, 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, databases and data warehouse and trends in enterprise applications.

Sr. No.	Modules / Units
1	<b>Management Information System</b>
	<ul style="list-style-type: none"> <li>• Overview of MIS</li> </ul> <p>Definition, Characteristics</p> <ul style="list-style-type: none"> <li>• <b>Subsystems of MIS</b> (Activity and Functional subsystems)</li> <li>• <b>Structure of MIS</b></li> <li>• <b>Reasons for failure of MIS.</b></li> <li>• <b>Understanding Major Functional Systems</b></li> </ul> <p>Marketing &amp; Sales Systems Finance &amp; Accounting Systems Manufacturing &amp; Production Systems Human Resource Systems Inventory Systems</p> <ul style="list-style-type: none"> <li>• <b>Sub systems, description and organizational levels</b></li> <li>• <b>Decision support system</b></li> </ul> <p>Definition Relationship with MIS</p> <ul style="list-style-type: none"> <li>• <b>Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS</b></li> </ul>
2	<b>ERP/E-SCM/E-CRM</b>
	<ul style="list-style-type: none"> <li>• Concepts of ERP</li> <li>• <b>Architecture of ERP</b></li> </ul> <p>Generic modules of ERP</p> <ul style="list-style-type: none"> <li>• <b>Applications of ERP</b></li> <li>• <b>ERP Implementation concepts</b></li> </ul> <p>ERP lifecycle</p> <ul style="list-style-type: none"> <li>• <b>Concept of XRP</b> (extended ERP)</li> <li>• <b>Features of commercial ERP software</b></li> </ul> <p>Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft</p> <ul style="list-style-type: none"> <li>• <b>Concept of e-CRM</b></li> </ul> <p>E-CRM Solutions and its advantages, How technology helps?</p> <ul style="list-style-type: none"> <li>• <b>CRM Capabilities and customer Life cycle</b></li> </ul> <p>Privacy Issues and CRM</p> <ul style="list-style-type: none"> <li>• <b>Data Mining and CRM</b></li> </ul>



	<p>CRM and workflow Automation</p> <ul style="list-style-type: none"> <li>• <b>Concept of E-SCM</b></li> </ul> <p>Strategic advantages, benefits E-SCM Components and Chain Architecture</p> <ul style="list-style-type: none"> <li>• <b>Major Trends in e-SCM</b></li> <li>• Case studies ERP/SCM/CRM</li> </ul>
<b>3</b>	<b>Introduction to Data base and Data warehouse</b>
	<ul style="list-style-type: none"> <li>• Introduction to DBMS</li> </ul> <p>Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.</p> <ul style="list-style-type: none"> <li>• <b>Data Warehousing and Data Mining</b></li> </ul> <p>Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries</p> <ul style="list-style-type: none"> <li>• <b>Data Mining</b></li> </ul> <p>The scope and the techniques used</p> <ul style="list-style-type: none"> <li>• <b>Business Applications of Data warehousing and Data mining</b></li> </ul>
<b>4</b>	<b>Outsourcing</b>
	<ul style="list-style-type: none"> <li>• Introduction to Outsourcing</li> </ul> <p>Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes</p> <ul style="list-style-type: none"> <li>• <b>Business Process Outsourcing (BPO)</b></li> </ul> <p>Introduction</p> <ul style="list-style-type: none"> <li>• <b>BPO Vendors</b></li> </ul> <p>How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services</p> <ul style="list-style-type: none"> <li>• <b>BPO Business Model</b></li> </ul>

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**

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**Core Courses (CC)**

**SIUBMS44 Foundation Course- IV  
Ethics & Governance**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Ethics and Business Ethics	12
2	Ethics in Marketing, Finance and HRM	11
3	Corporate Governance	11
4	Corporate Social Responsibility (CSR)	11
<b>Total</b>		<b>45</b>

Learning objective: To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country and applicability of ethics in functional areas like marketing, finance and human resource management.

Sr. No.	Modules / Units
1	<b>Introduction to Ethics and Business Ethics</b>
	<ul style="list-style-type: none"> <li>• Ethics:</li> </ul> <p>Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial  Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition</p> <ul style="list-style-type: none"> <li>• <b>Business Ethics:</b> Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics</li> </ul> <p>Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences  Myths about Business Ethics  Ethical Performance in Businesses in India</p>
2	<b>Ethics in Marketing, Finance and HRM</b>
	<ul style="list-style-type: none"> <li>• <b>Ethics in Marketing:</b> Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements</li> <li>• <b>Ethics In Finance:</b> Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992</li> <li>• <b>Ethics in Human Resource Management:</b> Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership</li> </ul>
3	<b>Corporate Governance</b>
	<ul style="list-style-type: none"> <li>• Concept, History of Corporate Governance in India, Need for Corporate Governance</li> <li>• Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance</li> <li>• Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</li> <li>• Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</li> </ul>
4	<b>Corporate Social Responsibility (CSR)</b>
	<ul style="list-style-type: none"> <li>• Meaning of CSR, Evolution of CSR, Types of Social Responsibility</li> </ul>

	<ul style="list-style-type: none"><li>• Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract</li><li>• Need for CSR</li><li>• CSR Principles and Strategies</li><li>• Issues in CSR</li><li>• Social Accounting</li><li>• Tata Group's CSR Rating Framework</li><li>• Sachar Committee Report on CSR</li><li>• Ethical Issues in International Business Practices</li><li>• Recent Guidelines in CSR</li><li>• Society's Changing Expectations of Business With Respect to Globalisation</li><li>• Future of CSR</li></ul>
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**Core Courses (CC)**

**SIUBMS45 Business Economics-II**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Macroeconomic Data and Theory	15
2	Money, Inflation and Monetary Policy	15
3	Constituents of Fiscal Policy	15
4	Open Economy : Theory and Issues of International Trade	15
<b>Total</b>		<b>60</b>

Learning objective: Learners are exposed to various aspects of macro-economic environment.

Sr. No.	Modules / Units
1	<b>Introduction to Macroeconomic Data and Theory</b>
	<ul style="list-style-type: none"> <li>• <b>Macroeconomics:</b> Meaning, Scope and Importance.</li> <li>• <b>Circular flow of aggregate income and expenditure:</b> closed and open economy models</li> <li>• <b>The Measurement of national product:</b> Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.</li> <li>• <b>Short run economic fluctuations :</b> Features and Phases of Trade Cycles</li> <li>• <b>The Keynesian Principle of Effective Demand:</b> Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output</li> </ul>
2	<b>Money, Inflation and Monetary Policy</b>
	<ul style="list-style-type: none"> <li>• <b>Money Supply:</b> Determinants of Money Supply - Factors influencing Velocity of Circulation of Money</li> <li>• <b>Demand for Money :</b> Classical and Keynesian approaches and Keynes' liquidity preference theory of interest</li> <li>• <b>Money and prices :</b> Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach</li> <li>• <b>Inflation:</b> Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy.</li> <li>• <b>Monetary policy :</b> Meaning, objectives and instruments, inflation targeting</li> </ul>
3	<b>Constituents of Fiscal Policy</b>
	<ul style="list-style-type: none"> <li>• <b>Role of a Government</b> to provide Public goods- Principles of Sound and Functional Finance</li> <li>• <b>Fiscal Policy:</b> Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy</li> <li>• <b>Instruments of Fiscal policy :</b> 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</li> <li>• <b>Union budget</b> -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.</li> </ul>
4	<b>Open Economy : Theory and Issues of International Trade</b>
	<ul style="list-style-type: none"> <li>• <b>The basis of international trade :</b> Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types</li> </ul> <p>Factors determining terms of trade - Gains from trade - Free trade versus protection</p> <ul style="list-style-type: none"> <li>• <b>Foreign Investment :</b> Foreign Portfolio investment- Benefits of Portfolio capital flows- Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational</li> </ul>

	<p>corporations</p> <ul style="list-style-type: none"><li>• <b>Balance of Payments:</b> Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP.</li><li>• <b>Foreign Exchange and foreign exchange market :</b> Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility</li></ul>
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**Core Courses (CC)**

**SIUBMS46 Business Research Methods**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to business research methods	18
2	Data collection and Processing	14
3	Data analysis and Interpretation	16
4	Advanced techniques in Report Writing	12
<b>Total</b>		<b>60</b>

Learning objective: The course is designed to inculcate the analytical abilities and research skills among the learners.

Sr. No.	Modules / Units
<b>1</b>	<b>Introduction to business research methods</b>
	<ul style="list-style-type: none"> <li>• Meaning and objectives of research</li> <li>• Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific &amp; Social e)Historical f) Exploratory g) Descriptive h)Causal</li> <li>• Concepts in Research: Variables, Qualitative and Quantitative Research</li> <li>• Stages in research process.</li> <li>• Characteristics of Good Research</li> <li>• Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.</li> <li>• 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.</li> <li>• Sampling– <ul style="list-style-type: none"> <li>a) meaning of sample and sampling,</li> <li>b) methods of sampling-i)Non Probability Sampling– <ul style="list-style-type: none"> <li>Convenient, Judgment, Quota, Snow ball</li> </ul> </li> <li>ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.</li> </ul> </li> </ul>
<b>2</b>	<b>Data collection and Processing</b>
	<ul style="list-style-type: none"> <li>• Types of data and sources-Primary and Secondary data sources</li> <li>• Methods of collection of primary data <ul style="list-style-type: none"> <li>a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets)</li> <li>b) Experimental i)Field ii) Laboratory</li> <li>c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews - Method,</li> <li>d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening.</li> <li>e) Survey instrument– i) Questionnaire designing.</li> <li>f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions.</li> <li>f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale</li> </ul> </li> </ul>
<b>3</b>	<b>Data analysis and Interpretation</b>
	<ul style="list-style-type: none"> <li>• Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note</li> <li>• Analysis of data-Meaning, Purpose, types.</li> <li>• Interpretation of data-Essentials, importance and Significance of processing data</li> <li>• Multivariate analysis– concept only</li> <li>• Testing of hypothesis– concept and problems– i)chi square test, ii) Zandt-test (for large and small sample),iii) F Test</li> </ul>
<b>4</b>	<b>Advanced techniques in Report Writing</b>

	<ul style="list-style-type: none"><li>• 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</li><li>□ □ Ethics and research</li><li>• Objectivity, Confidentiality and anonymity in Research</li><li>• Plagiarism</li></ul>
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***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester IV  
with Effect from the Academic Year 2018-2019***

**Core Courses (CC)**

**SIUBMS47 Production & Total Quality Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Production Management	14
2	Materials Management	16
3	Basics Of Productivity & TQM	16
4	Quality Improvement Strategies & Certifications	14
<b>Total</b>		<b>60</b>

Learning Objective: To acquaint learners with the basic management decisions with respect to production and quality management.

Sr. No.	Modules / Units
1	<b>Production Management</b>
	<p><b>Production Management</b></p> <ul style="list-style-type: none"> <li>Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems.</li> <li>Product Development, Classification and Product Design.</li> <li>Plant location &amp; Plant layout– Objectives, Principles of good product layout, types of layout.</li> <li>Importance of purchase management.</li> </ul>
2	<b>Materials Management</b>
	<ul style="list-style-type: none"> <li>Materials Management:</li> </ul> <p>Concept, Objectives and importance of materials management Various types of Material Handling Systems.</p> <ul style="list-style-type: none"> <li><b>Inventory Management:</b></li> </ul> <p>Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations &amp; advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.</p>
3	<b>Basics Of Productivity &amp;TQM</b>
	<ul style="list-style-type: none"> <li><b>Basics Of Productivity &amp;TQM:</b></li> </ul> <p>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.</p> <ul style="list-style-type: none"> <li><b>Product &amp; Service Quality Dimensions, SERVQUAL</b></li> </ul> <p>Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity</p>
4	<b>Quality Improvement Strategies &amp;Certifications</b>
	<ul style="list-style-type: none"> <li><b>Quality Improvement Strategies &amp;Certifications:</b></li> </ul> <p>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.</p>

**Revised Syllabus  
of  
Bachelor of Management Studies(BMS)  
Programme  
First Year  
Semester V and VI**

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

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

***Board of Studies-in-Unaided Commerce***

# Bachelor of Management Studies (BMS) Programme

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

### *Course Structure*

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

## Semester V

No. of Courses	Semester V	Credits
1	<i>Elective Courses (Marketing or Finance)</i>	
<b>Marketing Electives</b>		
SIUBMS51M	Services Marketing	03
SIUBMS52M	E-Commerce & Digital Marketing	03
SIUBMS53M	Sales & Distribution Management	03
SIUBMS54M	Customer Relationship Management	03
<b>Finance Electives</b>		
SIUBMS51F	Investment Analysis & Portfolio Management	03
SIUBMS52F	Financial Accounting	03
SIUBMS53F	Risk Management	03
SIUBMS54F	Direct Taxes	03
2	<i>Core Courses (CC)</i>	
SIUBMS55	Logistics & Supply Chain Management	04
3	<i>Ability Enhancement Courses (AEC)</i>	
SIUBMS56	Corporate Communication & Public Relations	04
<b>Total Credits</b>		<b>20</b>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester V  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)  
Marketing Electives**

**SIUBMS51M Services Marketing**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction of Services Marketing	15
2	Key Elements of Services Marketing Mix	15
3	Managing Quality Aspects of Services Marketing	15
4	Marketing of Services	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To understand distinctive features of services and key elements in services marketing
- ✓ To provide insight into ways to improve service quality and productivity
- ✓ To understand marketing of different services in Indian context



Sr. No.	Modules / Units
<b>1</b>	<b>Introduction of Services Marketing</b>
	<ul style="list-style-type: none"> <li>• Services Marketing Concept, Distinctive Characteristics of Services, Services Marketing Triangle, Purchase Process for Services, Marketing Challenges of Services</li> <li>• Role of Services in Modern Economy, Services Marketing Environment</li> <li>• Goods vs Services Marketing, Goods Services Continuum</li> <li>• Consumer Behaviour, Positioning a Service in the Market Place</li> <li>• Variations in Customer Involvement, Impact of Service Recovery Efforts on Consumer Loyalty</li> <li>• Type of Contact: High Contact Services and Low Contact Services</li> <li>• Sensitivity to Customers' Reluctance to Change</li> </ul>
<b>2</b>	<b>Key Elements of Services Marketing Mix</b>
	<ul style="list-style-type: none"> <li>• The Service Product, Pricing Mix, Promotion &amp; Communication Mix, Place/Distribution of Service, People, Physical Evidence, Process-Service Mapping-Flowcharting</li> <li>• Branding of Services – Problems and Solutions</li> <li>• Options for Service Delivery</li> </ul>
<b>3</b>	<b>Managing Quality Aspects of Services Marketing</b>
	<ul style="list-style-type: none"> <li>• Improving Service Quality and Productivity</li> <li>• Service Quality – GAP Model, Benchmarking, Measuring Service Quality -Zone of Tolerance and Improving Service Quality</li> <li>• The SERVQUAL Model</li> <li>• Defining Productivity – Improving Productivity</li> <li>• Demand and Capacity Alignment</li> </ul>
<b>4</b>	<b>Marketing of Services</b>
	<ul style="list-style-type: none"> <li>• International and Global Strategies in Services Marketing: Services in the Global Economy- Moving from Domestic to Transnational Marketing</li> <li>• Factors Favouring Transnational Strategy</li> <li>• Elements of Transnational Strategy</li> <li>• Recent Trends in Marketing Of Services in: Tourism, Hospitality, Healthcare, Banking, Insurance, Education, IT and Entertainment Industry</li> <li>• Ethics in Services Marketing: Meaning, Importance, Unethical Practices in Service Sector</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester V  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)  
Marketing Electives**

**SIUBMS52M E-Commerce & Digital Marketing**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to E-commerce	15
2	E-Business & Applications	15
3	Payment, Security, Privacy & Legal Issues in E-Commerce	15
4	Digital Marketing	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ 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

Sr. No.	Modules / Units
<b>1</b>	<b>Introduction to E-commerce</b>
	<ul style="list-style-type: none"> <li>• Ecommerce- Meaning, Features of E-commerce, Categories of E-commerce, Advantages &amp; Limitations of E-Commerce, Traditional Commerce &amp; E-Commerce</li> <li>• Ecommerce Environmental Factors: Economic, Technological, Legal, Cultural &amp; Social</li> <li>• Factors Responsible for Growth of E-Commerce, Issues in Implementing E-Commerce, Myths of E-Commerce</li> <li>• Impact of E-Commerce on Business, Ecommerce in India</li> <li>• Trends in E-Commerce in Various Sectors: Retail, Banking, Tourism, Government, Education</li> <li>• Meaning of M-Commerce, Benefits of M-Commerce, Trends in M-Commerce</li> </ul>
<b>2</b>	<b>E-Business &amp; Applications</b>
	<ul style="list-style-type: none"> <li>• E-Business: Meaning, Launching an E-Business, Different phases of Launching an E-Business</li> <li>• Important Concepts in E-Business: Data Warehouse, Customer Relationship Management, Supply Chain Management, Enterprise Resource Planning</li> <li>• Bricks and Clicks business models in E-Business: Brick and Mortar, Pure Online, Bricks and Clicks, Advantages of Bricks &amp; Clicks Business Model, Superiority of Bricks and Clicks E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.</li> <li>• Electronic Data Interchange (EDI) in E-Business: Meaning of EDI, Benefits of EDI, Drawbacks of EDI, Applications of EDI.</li> <li>• 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</li> </ul>
<b>3</b>	<b>Payment, Security, Privacy &amp; Legal Issues in E-Commerce</b>
	<ul style="list-style-type: none"> <li>• Issues Relating to Privacy and Security in E-Business</li> <li>• Electronic Payment Systems: Features, Different Payment Systems : Debit Card, Credit Card, Smart Card, E-cash, E-Cheque, E-wallet, Electronic Fund Transfer.</li> <li>• Payment Gateway: Introduction, Payment Gateway Process, Payment Gateway Types, Advantages and Disadvantages of Payment Gateway.</li> <li>• Types of Transaction Security</li> <li>• E-Commerce Laws: Need for E-Commerce laws, E-Commerce laws in India, Legal Issues in E-commerce in India, IT Act 2000</li> </ul>
<b>4</b>	<b>Digital Marketing</b>
	<ul style="list-style-type: none"> <li>• Introduction to Digital Marketing, Advantages and Limitations of Digital Marketing.</li> <li>• Various Activities of Digital Marketing: Search Engine Optimization, Search Engine Marketing, Content Marketing &amp; Content Influencer Marketing, Campaign Marketing, Email Marketing, Display Advertising, Blog Marketing, Viral Marketing, Podcasts &amp; Vodcasts.</li> <li>• Digital Marketing on various Social Media platforms.</li> <li>• Online Advertisement, Online Marketing Research, Online PR • Web Analytics</li> <li>• Promoting Web Traffic</li> <li>• Latest developments and Strategies in Digital Marketing.</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester V  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)**

**Marketing Electives**

**SIUBMS53M Sales & Distribution Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Market Analysis and Selling	15
3	Distribution Channel Management	15
4	Performance Evaluation, Ethics and Trends	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To develop understanding of the sales & distribution processes in organizations
- ✓ To get familiarized with concepts, approaches and the practical aspects of the key decision making variables in sales management and distribution channel management

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<p><b>a) Sales Management:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Meaning, Role of Sales Department, Evolution of Sales Management</li> <li><input type="checkbox"/> Interface of Sales with Other Management Functions</li> <li><input type="checkbox"/> Qualities of a Sales Manager</li> <li><input type="checkbox"/> Sales Management: Meaning, Developments in Sales Management-Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling.</li> <li><input type="checkbox"/> Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure</li> </ul> <p><b>b) Distribution Management:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.</li> </ul> <p><b>c) Integration of Marketing, Sales and Distribution</b></p>
2	<b>Market Analysis and Selling</b>
	<p><b>a) Market Analysis:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Market Analysis and Sales Forecasting, Methods of Sales Forecasting</li> <li><input type="checkbox"/> Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota</li> <li><input type="checkbox"/> Factors Determining Fixation of Sales Quota</li> <li><input type="checkbox"/> Assigning Territories to Salespeople</li> </ul> <p><b>b) Selling:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing</li> <li><input type="checkbox"/> Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory</li> <li><input type="checkbox"/> Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill</li> <li><input type="checkbox"/> Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy</li> <li><input type="checkbox"/> Difference Between Consumer Selling and Organizational Selling</li> <li><input type="checkbox"/> Difference Between National Selling and International Selling</li> </ul>
3	<b>Distribution Channel Management</b>
	<ul style="list-style-type: none"> <li>• Management of Distribution Channel – Meaning &amp; Need</li> <li>• Channel Partners- Wholesalers, Distributors and Retailers &amp; their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler</li> <li>• Choice of Distribution System – Intensive, Selective, Exclusive</li> <li>• Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost</li> <li>• Factors Affecting Effective Management Of Distribution Channels</li> <li><input type="checkbox"/> Channel Design</li> <li><input type="checkbox"/> Channel Policy</li> </ul>

	<input type="checkbox"/> Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict <input type="checkbox"/> Resolution of Conflicts: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution <input type="checkbox"/> Motivating Channel Members <input type="checkbox"/> Selecting Channel Partners <input type="checkbox"/> Evaluating Channels <input type="checkbox"/> Channel Control
<b>4</b>	<b>Performance Evaluation, Ethics and Trends</b>
	<p><b>a) Evaluation &amp; Control of Sales Performance:</b></p> <input type="checkbox"/> Sales Performance – Meaning <input type="checkbox"/> Methods of Supervision and Control of Sales Force <input type="checkbox"/> Sales Performance Evaluation Criteria- Key Result Areas (KRAs) <input type="checkbox"/> Sales Performance Review <input type="checkbox"/> Sales Management Audit <p><b>b) Measuring Distribution Channel Performance:</b></p> <input type="checkbox"/> Evaluating Channels- Effectiveness, Efficiency and Equity <input type="checkbox"/> Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit <p><b>c) Ethics in Sales Management</b></p> <p><b>d) New Trends in Sales and Distribution Management</b></p>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester V  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)  
Marketing Electives**

**SIUBMS54M Customer Relationship Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Customer Relationship Management	15
2	CRM Marketing Initiatives, Customer Service and Data Management	15
3	CRM Strategy, Planning, Implementation and Evaluation	15
4	CRM New Horizons	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To understand concept of Customer Relationship Management (CRM) and implementation of Customer Relationship Management
- ✓ To provide insight into CRM marketing initiatives, customer service and designing CRM strategy
- ✓ To understand new trends in CRM, challenges and opportunities for organizations

Sr. No.	Modules / Units
<b>1</b>	<b>Introduction to Customer Relationship Management</b>
	<ul style="list-style-type: none"> <li>□ Concept, Evolution of Customer Relationships: Customers as strangers, acquaintances, friends and partners</li> <li>□ Objectives, Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM</li> <li>□ Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements, Relationship Challenges</li> </ul>
<b>2</b>	<b>CRM Marketing Initiatives, Customer Service and Data Management</b>
	<ul style="list-style-type: none"> <li>□ CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modeling, Channel Optimization, Personalization and Event-Based Marketing</li> <li>□ 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</li> <li>□ 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</li> </ul>
<b>3</b>	<b>CRM Strategy, Planning, Implementation and Evaluation</b>
	<ul style="list-style-type: none"> <li>□ Understanding Customers: Customer Value, Customer Care, Company Profit Chain: Satisfaction, Loyalty, Retention and Profits</li> <li>□ Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy</li> <li>□ Planning and Implementation of CRM: Business to Business CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Knowledge Management</li> </ul> <p>CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement</p> <ul style="list-style-type: none"> <li>□ CRM Evaluation: Basic Measures: Service Quality, Customer Satisfaction and Loyalty, Company 3E Measures: Efficiency, Effectiveness and Employee Change</li> </ul>
<b>4</b>	<b>CRM New Horizons</b>
	<ul style="list-style-type: none"> <li>□ e-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM:</li> <li>□ Software App for Customer Service:</li> <li>□ 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</li> </ul>



	<ul style="list-style-type: none"><li><input type="checkbox"/> Social Networking and CRM</li><li><input type="checkbox"/> Mobile-CRM</li><li><input type="checkbox"/> CRM Trends, Challenges and Opportunities</li><li><input type="checkbox"/> Ethical Issues in CRM</li></ul>
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***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester V  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)**

**Finance Electives**

**SIUBMS51F Investment Analysis & Portfolio Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Investment Environment	15
2	Risk - Return Relationship	15
3	Portfolio Management and Security Analysis	15
4	Theories, Capital Asset Pricing Model and Portfolio Performance Measurement	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To acquaint the learners with various concepts of finance
- ✓ To understand the terms which are often confronted while reading newspaper, magazines etc for better correlation with the practical world
- ✓ To understand various models and techniques of security and portfolio analysis

Sr. No.	Modules / Units
1	<b>Introduction to Investment Environment</b>
	<p><b>a) Introduction to Investment Environment</b></p> <p>□ Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives</p> <p><b>b) Capital Market in India</b></p> <p>□ 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</p>
2	<b>Risk - Return Relationship</b>
	<p>a) 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.</p>
3	<b>Portfolio Management and Security Analysis</b>
	<p><b>a) Portfolio Management:</b></p> <p>□ Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.</p> <p><b>b) Security Analysis:</b></p> <p>□ 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.</p>
4	<b>Theories, Capital Asset Pricing Model and Portfolio Performance Measurement</b>
	<p><b>a) Theories:</b></p> <p>□ Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory</p> <p><b>b) Capital Asset Pricing Model:</b></p> <p>□ Assumptions of CAPM, CAPM Equation, Capital Market Line, Security Market Line</p> <p><b>c) Portfolio Performance Measurement:</b></p> <p>□ Meaning of Portfolio Evaluation, Sharpe's Ratio (Basic Problems), Treynor's Ratio (Basic Problems), Jensen's Differential Returns (Basic Problems)</p>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester V  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)  
Finance Electives**

**SIUBMS52F Financial Accounting**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Preparation of Final Accounts of Companies	15
2	Underwriting of Shares & Debentures	12
3	Accounting of Transactions of Foreign Currency	15
4	Investment Accounting (w.r.t. Accounting Standard- 13)	10
5	Ethical Behaviour and Implications for Accountants	08
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To acquaint the learners in preparation of final accounts of companies
- ✓ To study provisions relating to underwriting of shares and debentures
- ✓ To study accounting of foreign currency and investment
- ✓ To understand the need of ethical behaviour in accountancy

Sr. No.	Modules / Units
<b>1</b>	<b>Preparation of Final Accounts of Companies</b>
	Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement) Preparation of financial statements as per Companies Act (excluding cash flow statement) AS 1 in relation to final accounts of companies (disclosure of accounting policies)
<b>2</b>	<b>Underwriting of Shares &amp; Debentures</b>
	Introduction, Underwriting, Underwriting Commission Provision of Companies Act with respect to Payment of underwriting commission Underwriters, Sub-Underwriters, Brokers and Manager to Issues Types of underwriting, Abatement Clause Marked, Unmarked and Firm-underwriting applications, Liability of the underwriters in respect of underwriting contract- Practical problems
<b>3</b>	<b>Accounting of Transactions of Foreign Currency</b>
	In relation to purchase and sale of goods, services, assets, loan and credit transactions. Computation and treatment of exchange rate differences.
<b>4</b>	<b>Investment Accounting (w.r.t. Accounting Standard- 13)</b>
	For shares (variable income bearing securities) For Debentures/Preference shares (fixed income bearing securities) Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage). Columnar format for investment account.

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester V  
with Effect from the Academic Year 2018-2019***

**Elective Courses (EC)  
Finance Electives**

**SIUBMS53F Risk Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction, Risk Measurement and Control	15
2	Risk Avoidance and ERM	15
3	Risk Governance and Assurance	15
4	Risk Management in Insurance	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To familiarize the student with the fundamental aspects of risk management and control
- ✓ To give a comprehensive overview of risk governance and assurance with special reference to insurance sector
- ✓ To introduce the basic concepts, functions, process, techniques of risk management

Sr. No.	Modules / Units
1	<b>Introduction, Risk Measurement and Control</b>
	<b>a) Introduction, Risk Measurement and Control</b> <input type="checkbox"/> Definition, Risk Process, Risk Organization, Key Risks –Interest, Market, Credit, Currency, Liquidity, Legal, Operational <input type="checkbox"/> Risk Management V/s Risk Measurement – Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations <input type="checkbox"/> Principals of Risk - Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures –Simulation Method, Duration Analysis, Linear and other Statistical Techniques for Internal Control
2	<b>Risk Avoidance and ERM</b>
	<b>a) Risk Hedging Instruments and Mechanism:</b> <input type="checkbox"/> Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade off, Markowitz Risk Return Model, Arbitrage Theory, System Audit Significance in Risk Mitigation <b>b) Enterprise Risk Management:</b> <input type="checkbox"/> Risk Management V/s Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register
3	<b>Risk Governance and Assurance</b>
	<b>a) Risk Governance:</b> <input type="checkbox"/> Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance <b>b) Risk Assurance:</b> <input type="checkbox"/> Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk <b>c) Risk and Stakeholders Expectations:</b> <input type="checkbox"/> Identifying the Range of Stakeholders and Responding to Stakeholders Expectations
4	<b>Risk Management in Insurance</b>
	<b>a) Insurance Industry:</b> <input type="checkbox"/> Global Perspective, Regulatory Framework in India, IRDA - Reforms, Powers, Functions and Duties. Role and Importance of Actuary <b>b) Players of Insurance Business:</b> <input type="checkbox"/> Life and Non- Life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance products, Expected Claim Costs, Risk Classification <b>c) Claim Management:</b> <input type="checkbox"/> General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium

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**Elective Courses (EC)  
Finance Electives**

**SIUBMS54F Direct Taxes**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Definitions and Residential Status	10
2	Heads of Income – I	15
3	Heads of Income - II	15
4	Deductions under Chapter VI A	10
5	Computation of Taxable Income of Individuals	10
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To understand the provisions of determining residential status of individual
- ✓ To study various heads of income
- ✓ To study deductions from total income
- ✓ To compute taxable income of Individuals



Sr. No.	Modules / Units
<b>1</b>	<b>Definitions and Residential Status</b>
	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)
<b>2</b>	<b>Heads of Income – I</b>
	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)
<b>3</b>	<b>Heads of Income – II</b>
	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)
<b>4</b>	<b>Deductions under Chapter VI A</b>
	Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA

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**Core Courses (CC)**

**SIUBMS55 Logistics and Supply Chain Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Logistics and Supply Chain Management	15
2	Elements of Logistics Mix	15
3	Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis	15
4	Recent Trends in Logistics and Supply Chain Management	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ 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

Sr. No.	Modules / Units
1	<b>Overview of Logistics and Supply Chain Management</b>
	<p><b>a) Introduction to Logistics Management</b>  • 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</p> <p><b>b) Introduction to Supply Chain Management</b>  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</p> <p><b>c) Customer Service: Key Element of Logistics</b>  Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</p> <p><b>d) Demand Forecasting</b>  Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</p>
2	<b>Elements of Logistics Mix</b>
	<p><b>a) Transportation</b>  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</p> <p><b>b) Warehousing</b>  Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</p> <p><b>c) Materials Handling</b>  Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</p> <p><b>d) Packaging</b>  Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</p>
3	<b>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</b>
	<p><b>a) Inventory Management</b>  Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)</p> <p><b>b) Logistics Costing</b>  Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</p> <p><b>c) Performance Measurement in Supply Chain</b>  Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System</p>

	<b>d) Logistical Network Analysis</b> Meaning, Objectives, Importance, Scope, RORO/LASH
<b>4</b>	<b>Recent Trends in Logistics and Supply Chain Management</b>
	<p><b>a) Information Technology in Logistics</b>  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</p> <p><b>b) Modern Logistics Infrastructure</b>  Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</p> <p><b>c) Logistics Outsourcing</b>  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</p> <p><b>d) Logistics in the Global Environment</b>  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</p>

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***Ability Enhancement Courses (AEC)***

**SIUBMS56 Corporate Communication & Public Relations**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Foundation of Corporate Communication	15
2	Understanding Public Relations	15
3	Functions of Corporate Communication and Public Relations	15
4	Emerging Technology in Corporate Communication and Public Relations	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ 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.

Sr. No.	Modules / Units
1	<b>Overview of Logistics and Supply Chain Management</b>
	<p><b>a) Introduction to Logistics Management</b>  • 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</p> <p><b>b) Introduction to Supply Chain Management</b>  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</p> <p><b>c) Customer Service: Key Element of Logistics</b>  Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers</p> <p><b>d) Demand Forecasting</b>  Meaning, Objectives ,Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)</p>
2	<b>Elements of Logistics Mix</b>
	<p><b>a) Transportation</b>  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</p> <p><b>b) Warehousing</b>  Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing</p> <p><b>c) Materials Handling</b>  Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments used for Materials Handling, Factors affecting Materials Handling Equipments</p> <p><b>d) Packaging</b>  Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs</p>
3	<b>Inventory Management, Logistics Costing, Performance Management and Logistical Network Analysis</b>
	<p><b>a) Inventory Management</b>  Meaning, Objectives, Functions, Importance, Techniques of Inventory Management (Numericals - EOQ and Reorder levels)</p> <p><b>b) Logistics Costing</b>  Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing</p> <p><b>c) Performance Measurement in Supply Chain</b>  Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal</p>

	<p>Measurement System</p> <p><b>d) Logistical Network Analysis</b>  Meaning, Objectives, Importance, Scope, RORO/LASH</p>
<b>4</b>	<b>Recent Trends in Logistics and Supply Chain Management</b>
	<p><b>a) Information Technology in Logistics</b>  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</p> <p><b>b) Modern Logistics Infrastructure</b>  Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains</p> <p><b>c) Logistics Outsourcing</b>  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</p> <p><b>d) Logistics in the Global Environment</b>  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</p>

## Semester VI

No. of Courses	Semester VI	Credits
1	<i>Elective Courses (Marketing or Finance)</i>	
<b>Marketing Electives</b>		
SIUBMS61M	Brand Management	03
SIUBMS62M	Retail Management	03
SIUBMS63M	International Marketing	03
SIUBMS64M	Media Planning & Management	03
<b>Finance Electives</b>		
SIUBMS61F	International Finance	03
SIUBMS62F	Project Management	03
SIUBMS63F	Strategic Financial Management	03
SIUBMS64F	Indirect Taxes	03
2	<i>Core Courses (CC)</i>	
SIUBMS65	Operation Research	04
3	<i>Ability Enhancement Courses (AEC)</i>	
SIUBMS66	Project Work	04
<b>Total Credits</b>		<b>20</b>



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**Elective Courses (EC)  
Marketing Electives**

**SIUBMS61M Brand Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Brand Management	15
2	Planning and Implementing Brand Marketing Programs	15
3	Measuring and Interpreting Brand Performance	15
4	Growing and Sustaining Brand Equity	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ 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

Sr. No.	Modules / Units
1	<b>Introduction to Brand Management</b>
	<b>a) Introduction to Brand Management:</b> <input type="checkbox"/> 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
2	<b>Planning and Implementing Brand Marketing Programs</b>
	<b>a) Planning and Implementing Brand Marketing Programs:</b> <input type="checkbox"/> Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements <input type="checkbox"/> Integrating Marketing Programs and Activities <input type="checkbox"/> Personalising Marketing: Experiential Marketing, One to One Marketing, Permission Marketing <input type="checkbox"/> Product Strategy: Perceived Quality and Relationship Marketing <input type="checkbox"/> Pricing Strategy: Setting Prices to Build Brand Equity <input type="checkbox"/> Channel Strategy: Direct, Indirect Channels <input type="checkbox"/> Promotion Strategy: Developing Integrated Marketing Communication Programs <input type="checkbox"/> Leveraging Secondary Brand Associations to Build Brand Equity: Companies, Countries, Channel of Distribution, Co-branding, Characters, Events.
3	<b>Measuring and Interpreting Brand Performance</b>
	<b>a) The Brand Value Chain</b> <b>b) Measuring Sources of Brand Equity:</b> <input type="checkbox"/> <b>Qualitative Research Techniques:</b> Projective Techniques: Completion, Comparison, Brand Personality and Values: The Big Five, Free Association <input type="checkbox"/> <b>Quantitative Research Techniques:</b> Brand Awareness: Recognition, Recall, Brand Image, Brand Responses <b>c) Young and Rubicam's Brand Asset Valuator</b> <b>d) Measuring Outcomes of Brand Equity</b> <input type="checkbox"/> <b>Comparative Methods:</b> Brand based Comparative Approaches, Marketing Based Comparative Approaches, Conjoint Analysis <input type="checkbox"/> <b>Holistic Methods:</b> Residual Approaches, Valuation Approaches: Historical Perspectives and Interbrand's Brand Valuation Methodology
4	<b>Growing and Sustaining Brand Equity</b>
	<b>a) Designing &amp; Implementing Branding Strategies:</b> <input type="checkbox"/> <b>Brand Architecture:</b> Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy <input type="checkbox"/> <b>Brand Hierarchy:</b> Meaning of Brand Hierarchy, Building Equity at Different Hierarchy Levels

	<p><input type="checkbox"/> <b>Cause Marketing to Build Brand Equity:</b> Meaning of Cause Marketing, Advantages, Green Marketing</p> <p><b>b) Brand Extensions:</b></p> <p><input type="checkbox"/> Meaning, Advantages, Disadvantages, Brand Extension and Brand Equity</p> <p><b>c) Managing Brands over Time:</b></p> <p><input type="checkbox"/> Reinforcing Brands, Revitalising Brands</p> <p><b>d) Building Global Customer Based Brand Equity</b></p>
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**Elective Courses (EC)  
Marketing Electives**

**SIUBMS62M Retail Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Retail Management- An overview	15
2	Retail Consumer and Retail Strategy	15
3	Merchandise Management and Pricing	15
4	Managing and Sustaining Retail	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ 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

Sr. No.	Modules / Units
1	<b>Retail Management- An overview</b>
	<p><b>a) Retail Management:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management</li> </ul> <p><b>b) Retail Formats:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 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</li> </ul> <p><b>c) Emerging Trends in Retailing</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Impact of Globalization on Retailing</li> <li><input type="checkbox"/> I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels</li> <li><input type="checkbox"/> FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario</li> <li><input type="checkbox"/> Franchising: Meaning, Types, Advantages and Limitations, Franchising in India</li> <li><input type="checkbox"/> Green Retailing</li> <li><input type="checkbox"/> Airport Retailing</li> </ul>
2	<b>Retail Consumer and Retail Strategy</b>
	<p><b>a) Retail Consumer/Shopper:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Meaning of Retail Shopper, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers</li> </ul> <p><b>b) CRM in Retail:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Meaning, Objectives</li> <li><input type="checkbox"/> Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, Community</li> </ul> <p><b>c) Retail Strategy:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Meaning, Steps in Developing Retail Strategy, Retail Value Chain</li> </ul> <p><b>d) Store Location Selection:</b></p> <p><b>• Meaning, Types of Retail Locations, Factors Influencing Store Location</b></p> <p><b>e) HRM in Retail:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Meaning, Significance, Functions</li> <li><input type="checkbox"/> 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</li> </ul>
3	<b>Merchandise Management and Pricing</b>
	<p><b>a) Merchandise Management</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 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</li> </ul> <p><b>b) Buying Function:</b></p>

	<p><input type="checkbox"/> 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><b>c) Concept of Lifestyle Merchandising</b></p> <p><b>d) Private Label</b></p> <p><input type="checkbox"/> Meaning, Need and Importance, Private Labels in India</p> <p><b>e) Retail Pricing</b></p> <p><input type="checkbox"/> Meaning, Considerations in Setting Retail Pricing</p> <p><input type="checkbox"/> Pricing Strategies:</p> <p>High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing</p> <p><input type="checkbox"/> Variable Pricing and Price Discrimination- Meaning</p> <p>Types:</p> <p><input type="checkbox"/> Individualized Variable Pricing/First Degree Price</p> <p><input type="checkbox"/> Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing</p> <p><input type="checkbox"/> Variable Pricing by Market Segment/ Third Degree Price Discrimination</p>
<b>4</b>	<b>Managing and Sustaining Retail</b>
	<p><b>a) Retail Store Operations:</b></p> <p><input type="checkbox"/> Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)</p> <p><b>b) Store Design and Layout:</b></p> <p><input type="checkbox"/> Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics</p> <p><input type="checkbox"/> Store Layout- Meaning, Types: Grid, Racetrack, Free Form</p> <p><input type="checkbox"/> Signage and Graphics: Meaning, Significance, Concept of Digital Signage</p> <p><input type="checkbox"/> Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps</p> <p><b>c) Visual Merchandising and Display:</b></p> <p><input type="checkbox"/> Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising</p> <p><input type="checkbox"/> The Concept of Planogram</p> <p><input type="checkbox"/> Display- Meaning, Methods of Display, Errors in Creating Display</p> <p><b>d) Mall Management</b></p> <p><input type="checkbox"/> Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management</p> <p><b>e) Legal and Ethical Aspects of Retailing</b></p> <p><input type="checkbox"/> Licenses/Permissions Required to Start Retail Store in India</p> <p><input type="checkbox"/> Ethical Issues in Retailing</p> <p><b>Career Options in Retailing</b></p>

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**Elective Courses (EC)  
Marketing Electives**

**SIUBMS63M International Marketing**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to International Marketing & Trade	15
2	International Marketing Environment and Marketing Research	15
3	International Marketing Mix	15
4	Developments in International Marketing	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To understand International Marketing, its Advantages and Challenges.
- ✓ To provide an insight on the dynamics of International Marketing Environment.
- ✓ To understand the relevance of International Marketing Mix decisions and recent developments in Global Market

Sr. No.	Modules / Units
1	<b>Introduction to International Marketing &amp; Trade</b>
	<p><b>a) Introduction of International Marketing:</b></p> <ul style="list-style-type: none"> <li>□ Meaning, Features of International Marketing, Need and Drivers of International Marketing,</li> <li>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</li> </ul> <p><b>b) Introduction to International Trade:</b></p> <ul style="list-style-type: none"> <li>□ Concept of International Trade, Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC</li> </ul>
2	<b>International Marketing Environment and Marketing Research</b>
	<p><b>a) International Marketing Environment:</b></p> <ul style="list-style-type: none"> <li>□ Economic Environment : International Economic Institution (World Bank, IMF, IFC) ,International Economic Integration (Free Trade Agreement, Customs Union, Common Market, Economic Union)</li> <li>□ 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.</li> <li>□ 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)</li> </ul> <p><b>b) Marketing Research:</b></p> <ul style="list-style-type: none"> <li>□ Introduction, Need for Conducting International Marketing Research, International Marketing Research Process, Scope of International Marketing Research, IT in Marketing Research</li> </ul>
3	<b>International Marketing Mix</b>
	<p><b>a) International Product Decision</b></p> <ul style="list-style-type: none"> <li>□ 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</li> </ul> <p><b>b) International Pricing Decision:</b></p> <ul style="list-style-type: none"> <li>□ Concept of International Pricing, Objectives of International Pricing, Factors</li> </ul>



	<p>Affecting International Pricing</p> <ul style="list-style-type: none"> <li>□ International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing</li> <li>□ International Pricing Strategies : Skimming Pricing, Penetration Pricing , Predatory Pricing</li> <li>□ International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing</li> </ul> <p><b>c) International Distribution Decisions</b></p> <ul style="list-style-type: none"> <li>□ Concept of International Distribution Channels, Types of International Distribution Channels, Factors Influencing Selection of International Distribution Channel</li> </ul> <p><b>d) International Promotion Decisions</b></p> <ul style="list-style-type: none"> <li>□ Concept of International Promotion Decision</li> <li>□ Planning International Promotional Campaigns: Steps - Determine the Target Audience, Determine Specific Campaigns, Determine Budget, Determine Message, Determine Campaign Approach and Determine Campaign Effectiveness</li> <li>□ Standardization V/S Adaptation of International Promotional Strategies</li> <li>□ International Promotional Tools/Elements</li> </ul>
<b>4</b>	<b>Developments in International Marketing</b>
	<p><b>a) Introduction -Developing International Marketing Plan:</b></p> <ul style="list-style-type: none"> <li>□ Preparing International Marketing Plan, Examining International Organisational Design, Controlling International Marketing Operations, Devising International Marketing Plan</li> </ul> <p><b>b) International strategies:</b></p> <ul style="list-style-type: none"> <li>□ Need for International Strategies, Types of International Strategies</li> </ul> <p><b>c) International Marketing of Services</b></p> <ul style="list-style-type: none"> <li>□ 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</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
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**Elective Courses (EC)  
Marketing Electives**

**SIUBMS64M Media Planning & Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Media and Media Planning	15
2	Media Mix & Media Strategy	15
3	Media Budgeting, Buying & Scheduling	15
4	Media Measurement, Evaluation	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ 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.

Sr. No.	Modules / Units
1	<b>Overview of Media and Media Planning</b>
	<p><b>a) Overview of Media and Media Planning:</b></p> <ul style="list-style-type: none"> <li>□ Meaning of Media &amp; 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</li> </ul> <p><b>b) Media Research:</b></p> <ul style="list-style-type: none"> <li>□ Meaning, Role and Importance</li> <li>□ 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, CIB Listenership Survey</li> </ul>
2	<b>Media Mix and Media Strategy</b>
	<p><b>a) Media Mix:</b></p> <ul style="list-style-type: none"> <li>□ 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</li> </ul> <p><b>b) Media Choices:</b></p> <ul style="list-style-type: none"> <li>□ <b>Print Meaning-</b> Factors Affecting Selection of Print Media Decisions , Types of Print Media, Advantages and Limitations</li> <li>□ <b>Television-</b> Meaning, Factors Affecting Selection of Television Media Decisions, Advantages and Limitations</li> <li>□ <b>Radio-</b> Meaning, Factors Affecting Selection of Radio Media Decision, Advantages and Limitations</li> <li>□ <b>Out of Home (OOH)-</b> Meaning, Types of OOH, Factors Affecting OOH Planning Decision, Advantages and Limitations</li> </ul> <p><b>c) Emerging Media:</b></p> <ul style="list-style-type: none"> <li>□ Online, Mobile, Gaming, In flight, In Store, Interactive Media</li> </ul> <p><b>d) Media Strategy:</b></p> <ul style="list-style-type: none"> <li>□ Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components</li> <li>□ Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</li> </ul>
3	<b>Media Budgeting, Buying &amp; Scheduling</b>
	<p><b>a) Media Budget</b></p> <ul style="list-style-type: none"> <li>□ Meaning</li> <li>□ Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing ,Frequency of Purchase</li> <li>□ Importance of Media Budget.</li> <li>□ Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate &amp; Advertising Margin Method, Share of Market, Yardstick Method,</li> </ul>

	<p>Effective Frequency &amp; Reach Method &amp; Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning.</p> <p><b>b) Media Buying:</b></p> <ul style="list-style-type: none"> <li>□ Meaning, Role of Media Buyer, Objectives of Media Buying,</li> <li>□ Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy</li> <li>□ Buying brief: Concept &amp; Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback</li> <li>□ Criteria in Media Buying</li> </ul> <p><b>c) Media Scheduling</b></p> <ul style="list-style-type: none"> <li>□ Meaning, Importance</li> <li>□ Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group.</li> <li>□ Scheduling Patterns – Continuity, Flighting, Pulsing</li> <li>□ Scheduling Strategies for Creating Impact: Road Block , Day or Day part</li> <li>□ Emphasis, Multiple Spotting, Teasers</li> </ul>
<b>4</b>	<b>Developments in International Marketing</b>
	<p><b>a) Media Measurement:</b></p> <ul style="list-style-type: none"> <li>□ <b>Basic Metrics:</b> Reach, Cumulative/Frequency Reach, Discrete &amp; Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach</li> <li>□ <b>Television Metrics:</b> Dairy v/s Peoplemeter, TRP, TVR, Program Reach &amp; Time Spent, Stickiness Index, Ad Viewership</li> <li>□ <b>Radio Metrics:</b> Arbitron Radio Rating</li> <li>□ <b>Print Metrics:</b> Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader.</li> <li>□ <b>OOH Metrics:</b> Traffic Audit Bureau (TAB)</li> </ul> <p><b>b) Benchmarking Metrics:</b></p> <ul style="list-style-type: none"> <li>□ Share, Profile, and Selectivity Index</li> </ul> <p><b>c) Plan Metrics:</b></p> <ul style="list-style-type: none"> <li>□ Gross Rating Points (GRP), Gross Impressions (GI), Share of Voice (SOV).</li> </ul> <p><b>d) Evaluating Media Buys</b></p> <ul style="list-style-type: none"> <li>□ <b>Evaluating Television Media Buying:</b> 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</li> <li>□ <b>Evaluating Print Media Buying:</b> 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.</li> <li>□ <b>Evaluating Other Media Buys:</b> Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</li> </ul>

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**Elective Courses (EC)  
Finance Electives**

**SIUBMS61F International Finance**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Fundamentals of International Finance	15
2	Foreign Exchange Markets, Exchange Rate Determination & Currency Derivatives	15
3	World Financial Markets & Institutions & Risks	15
4	Foreign Exchange Risk, Appraisal & Tax Management	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with International Finance
- ✓ The course aims to give a comprehensive overview of International Finance as a separate area in International Business
- ✓ To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of International Finance in this Globalised Market

Sr. No.	Modules / Units
1	<b>Fundamentals of International Finance</b>
	<p><b>a) Introduction to International Finance:</b></p> <ul style="list-style-type: none"> <li>□ Meaning/ Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance</li> </ul> <p><b>b) Balance of Payment:</b></p> <ul style="list-style-type: none"> <li>□ 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.</li> </ul> <p><b>c) International Monetary Systems:</b></p> <ul style="list-style-type: none"> <li>□ 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 &amp; Flexible Exchange Rate System</li> </ul> <p><b>d) An introduction to Exchange Rates:</b></p> <ul style="list-style-type: none"> <li>□ Foreign Bank Note Market, Spot Foreign Exchange Market</li> <li>□ Exchange Rate Quotations</li> <li>□ Direct &amp; Indirect Rates</li> <li>□ Cross Currency Rates</li> <li>□ Spread &amp; Spread %</li> <li>□ Factors Affecting Exchange Rates</li> </ul>
2	<b>Foreign Exchange Markets, Exchange Rate Determination &amp; Currency Derivatives</b>
	<p><b>a) Foreign Exchange Markets:</b></p> <ul style="list-style-type: none"> <li>□ Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions &amp; Settlement Date, Exchange Rate Quotations &amp; Arbitrage, Forward Quotations (Annualized Forward Margin)</li> </ul> <p><b>b) International Parity Relationships &amp; Foreign Exchange Rate:</b></p> <ul style="list-style-type: none"> <li>□ Interest Rate Parity, Purchasing Power Parity &amp; Fishers Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets &amp; Interest Rates (Domestic &amp; Offshore Markets, Money Market Instruments)</li> </ul> <p><b>c) Currency &amp; Interest Rate Futures:</b></p> <ul style="list-style-type: none"> <li>□ Introduction to Currency Options (Option on Spot, Futures &amp; Futures Style Options), Futures Contracts, Markets &amp; the Trading Process, Hedging &amp; Speculation with Interest Rate Futures, Currency Options in India</li> </ul>
3	<b>World Financial Markets &amp; Institutions &amp; Risks</b>
	<b>a) Euro Currency Bond Markets:</b>

	<p>□ 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 &amp; Regulation of Euro Bond Market</p> <p><b>b) International Equity Markets &amp; Investments:</b></p> <p>□ Introduction to International Equity Market, International Equity Market Benchmarks, Risk &amp; Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts – ADR,GDR,IDR</p> <p><b>c) International Foreign Exchange Markets:</b></p> <p>□ Meaning of International Foreign Exchange Market, FERA v/s FEMA, Scope &amp; Significance of Foreign Exchange Markets, Role of Forex Manager, FDI v/s FPI, Role of FEDAI in Foreign Exchange Market</p> <p><b>d) International Capital Budgeting:</b></p> <p>□ Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques – NPV</p>
<b>4</b>	<b>Foreign Exchange Risk, Appraisal &amp; Tax Management</b>
	<p><b>a) Foreign Exchange Risk Management:</b></p> <p>□ Introduction to Foreign Exchange Risk Management, Types of Risk, Trade &amp; Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage &amp; Speculation</p> <p><b>b) International Tax Environment:</b></p> <p>□ Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties doing Business Internationally, Tax Havens, Tax Liabilities</p> <p><b>c) International Project Appraisal:</b></p> <p>□ 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</p>

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**Elective Courses (EC)  
Finance Electives**

**SIUBMS62F Project Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Project Management & Project Initiation	15
2	Analyzing Project Feasibility	15
3	Budgeting, Cost & Risk Estimation in Project Management	15
4	New Dimensions in Project Management	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management
- ✓ To give a comprehensive overview of Project Management as a separate area of Management
- ✓ To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management



Sr. No.	Modules / Units
1	<b>Introduction to Project Management &amp; Project Initiation</b>
	<p><b>a) Introduction to Project Management:</b>  <input type="checkbox"/> Meaning/Definition of Project &amp; 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>b) Organizational Structure (Project Organization):</b>  <input type="checkbox"/> 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><b>c) Project Initiation:</b>  <input type="checkbox"/> <b>Project Selection</b>-Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection ( Models), Types of Project Selection, Understanding Risk &amp; Uncertainty in Project Selection  <input type="checkbox"/> <b>Project Manager</b>-Meaning of Project Manager, Role of Project Manager, Importance of Project Manager, Role of Consultants in Project Management, Selecting Criteria for Project Manager  <input type="checkbox"/> <b>Project Planning</b>-Importance of Project Planning, Functions of Project Planning, System Integration, Project Management Life Cycle, Conflicts &amp; Negotiation Handling in Project Management, Planning Cycle &amp; Master Production Scheduling</p>
2	<b>Analyzing Project Feasibility</b>
	<p><b>a) Project Feasibility Analysis:</b>  <input type="checkbox"/> Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility  <input type="checkbox"/> Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility  <input type="checkbox"/> SWOT Analysis ( Environment Impact Assessment, Social Cost Benefit Analysis)</p> <p><b>b) Market Analysis:</b>  <input type="checkbox"/> Meaning of Market Analysis, Demand Forecasting, Product Mix Analysis, Customer Requirement Analysis</p> <p><b>c) Technical Analysis:</b>  <input type="checkbox"/> Meaning of Technical Analysis, Use of Various Informational Tools for Analyzing, Advancement in the Era of E- Commerce in Project Management</p> <p><b>d) Operational Analysis:</b>  <input type="checkbox"/> Meaning of Operation Management, Importance of Operation Management, Operation Strategy - Levels of Decisions, Production Planning &amp; Control, Material Management - Work Study &amp; Method Study, Lean Operations</p>
3	<b>Budgeting, Cost &amp; Risk Estimation in Project Management</b>
	<p><b>a) Funds Estimation in Project:</b>  <input type="checkbox"/> Means of Financing, Types of Financing, Sources of Finance, Government Assistance towards Project Management for Start ups, Cost Control (Operating Cycle,</p>

	<p>Budgets &amp; Allocations), Determining Financial Needs for Projects, Impact of Leveraging on Cost of Finance</p> <p><b>b) Risk Management in Projects:</b></p> <p>□ What is Risk, Types of Risk in Projects, Risk Management Process, Risk Analysis &amp; Identification, Impact of Risk Handling Measures, Work break Down Structure, New Venture Valuation (Asset Based, Earnings Based, Discounted Cash flow Models)</p> <p><b>c) Cost Benefit Analysis in Projects</b></p> <p>□ Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash - Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions</p>
<b>4</b>	<b>New Dimensions in Project Management</b>
	<p><b>a) Modern Development in Project Management:</b></p> <p>□ Introduction to Modern Development in Project Management, Project Management Maturity Model (PMMM), Continuous Improvement, Developing Effective Procedural Documentation, Capacity Planning</p> <p><b>b) Project Monitoring &amp; Controlling:</b></p> <p>□ Introduction to Project Monitoring &amp; 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><b>c) Project Termination &amp; Solving Project Management Problems:</b></p> <p>□ Meaning of Project Termination, Reasons for Termination of Projects, Process for Terminating Projects, Strategy/ Ways to Solve Project Management Problems, Project Review &amp; Administrative Aspects, Execution Tools for Closing of Projects</p>

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**Elective Courses (EC)  
Finance Electives**

**SIUBMS63F Strategic Financial Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Dividend Decision and XBRL	15
2	Capital Budgeting and Capital Rationing	15
3	Shareholder Value and Corporate Governance/ Corporate Restructuring	15
4	Financial Management in Banking Sector and Working Capital Financing	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To match the needs of current market scenario and upgrade the learner's skills and knowledge for long term sustainability
- ✓ Changing scenario in Banking Sector and the inclination of learners towards choosing banking as a career option has made study of financial management in banking sector inevitable
- ✓ To acquaint learners with contemporary issues related to financial management

Sr. No.	Modules / Units
1	<b>Dividend Decision and XBRL</b>
	<p><b>a) Dividend Decision:</b></p> <ul style="list-style-type: none"> <li>□ Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy</li> </ul> <p><b>b) XBRL:</b></p> <ul style="list-style-type: none"> <li>□ Introduction, Advantages and Disadvantages, Features and Users</li> </ul>
2	<b>Capital Budgeting and Capital Rationing</b>
	<p><b>a) Capital Budgeting:</b></p> <ul style="list-style-type: none"> <li>□ Risk and Uncertainty in Capital Budgeting, Risk Adjusted Cut off Rate, Certainty Equivalent Method, Sensitivity Technique, Probability Technique, Standard Deviation Method, Co-efficient of Variation Method, Decision Tree Analysis, Construction of Decision Tree.</li> </ul> <p><b>b) Capital Rationing:</b></p> <ul style="list-style-type: none"> <li>□ Meaning, Advantages, Disadvantages, Practical Problems</li> </ul>
3	<b>Shareholder Value and Corporate Governance/Corporate Restructuring</b>
	<p><b>a) Shareholder Value and Corporate Governance:</b></p> <ul style="list-style-type: none"> <li>□ Financial Goals and Strategy, Shareholder Value Creation: EVA and MVA Approach, Theories of Corporate Governance, Practices of Corporate Governance in India</li> </ul> <p><b>b) Corporate Restructuring:</b></p> <ul style="list-style-type: none"> <li>□ Meaning, Types, Limitations of Merger, Amalgamation, Acquisition, Takeover, Determination of Firm's Value, Effect of Merger on EPS and MPS, Pre Merger and Post Merger Impact.</li> </ul>
4	<b>Financial Management in Banking Sector and Working Capital Financing</b>
	<p><b>a) Financial Management in Banking Sector:</b></p> <ul style="list-style-type: none"> <li>□ An Introduction, Classification of Investments, NPA &amp; their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances</li> </ul> <p><b>b) Working Capital Financing:</b></p> <ul style="list-style-type: none"> <li>□ Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach</li> </ul>

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**Elective Courses (EC)  
Finance Electives**

**SIUBMS64F Indirect Taxes**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Indirect Taxation and GST	10
2	Concept of Supply	20
3	Registration and Computation of GST	20
4	Filing of Returns	10
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ To understand the basics of GST
- ✓ To study the registration and computation of GST
- ✓ To acquaint the students with filing of returns in GST

Sr. No.	Modules / Units
1	<b>Introduction to Indirect Taxation and GST</b>
	<p><b>A. Basics for Taxation</b> - Direct Taxes and Indirect Taxes – Difference, Advantages and Disadvantages, Sources and Authority of Taxes in India (Art 246 of the Indian Constitution)</p> <p><b>B. Introduction to GST</b> – 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.</p> <p><b>C. Definitions</b> – 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 )</p> <p><b>D. Levy and Collection of GST</b> – 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.</p>
2	<b>Concept of Supply</b>
	<p><b>A. Taxable Event Supply</b>– 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)</p> <p><b>B. Place of Supply</b> – 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.</p> <p><b>C. Time of Supply</b>- 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 )</p> <p><b>D. Value of Supply</b> – 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)</p>
3	<b>Registration and Computation of GST</b>
	<p><b>A. Registration</b> – 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,Sec29and Sec 31 of the Act)</p> <p><b>B. Computation of GST</b> – Computation of GST under Inter State and Intra State</p>

	Supplies. <b>C. Payment of Tax-</b> 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)
<b>4</b>	<b>Filing of Returns</b>
	<b>A. Documentation-</b> Tax Invoices (Sec 31 and 32 of the Act), Credit and Debit notes(Sec 34 of the Act), Electronic Way Bill <b>B. Returns</b> –Types of Returns and Provisions relating to filing of Returns (Sec 37 to Sec 48 of the Act)

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**Core Courses (CC)**

**SIUBMS65 Operations Research**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Operations Research and Linear Programming	15
2	Assignment and Transportation Models	15
3	Network Analysis	15
4	Job Sequencing and Theory of Games	15
<b>Total</b>		<b>60</b>

**Learning Objectives:**

- ✓ 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



Sr. No.	Modules / Units
1	Introduction to Operations Research and Linear Programming
	<p>a) Introduction To Operations Research</p> <ul style="list-style-type: none"> <li>• Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.</li> </ul> <p>b) Linear Programming Problems: Introduction and Formulation</p> <ul style="list-style-type: none"> <li>• Introduction to Linear Programming</li> <li>• Applications of LP</li> <li>• Components of LP</li> <li>• Requirements for Formulation of LP Problem</li> <li>• Assumptions Underlying Linear Programming</li> <li>• Steps in Solving LP Problems</li> <li>• LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints)</li> </ul> <p>c) Linear Programming Problems: Graphical Method</p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems. (Max. Z &amp; Min. Z)</li> <li>• Two Decision Variables and Maximum Three Constraints Problem</li> <li>• Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints.</li> <li>• Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.</li> </ul> <p>d) Linear Programming Problems: Simplex Method</p> <ul style="list-style-type: none"> <li>• Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems.</li> <li>• Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations)</li> <li>• All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.)</li> <li>• 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: 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical.</li> </ul>
2	Assignment and Transportation Models
	<p>a) Assignment Problem – Hungarian Method</p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced Problems.</li> <li>• Prohibited Assignment Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Assignment Problems.</li> <li>• Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. Note: 1. Travelling Salesman Assignment Problem is not included.</li> </ul> <p>b)</p>

	<p>Transportation Problems</p> <ul style="list-style-type: none"> <li>• Maximization &amp; Minimization Type Problems.</li> <li>• Balanced and Unbalanced problems.</li> <li>• Prohibited Transportation Problems, Unique or Multiple Optimal Solutions.</li> <li>• Simple Formulation of Transportation Problems.</li> <li>• Initial Feasible Solution (IFS) by: a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel's Approximation Method (VAM)</li> <li>• Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and <math>\Delta</math>) • Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. Note: 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.</li> </ul>
<b>3</b>	<p>Network Analysis</p>
	<p>a) Critical Path Method (CPM)</p> <ul style="list-style-type: none"> <li>• Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity,</li> <li>• Construction of a Network Diagram. Node Relationship and Precedence Relationship.</li> <li>• Principles of Constructing Network Diagram.</li> <li>• Use of Dummy Activity</li> <li>• Numerical Consisting of Maximum Ten ( 10) Activities.</li> <li>• Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time.</li> <li>• Forward Pass and Backward Pass Methods.</li> <li>• Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float b) Project Crashing</li> <li>• Meaning of Project Crashing.</li> <li>• Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity.</li> <li>• Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs.</li> <li>• Time – Cost Trade off in Project Crashing.</li> <li>• Optimal (Minimum) Project Cost and Optimal Project Completion Time.</li> <li>• Process of Project Crashing.</li> <li>• Numerical Consisting of Maximum Ten (10) Activities.</li> <li>• Numerical based on Maximum Four (04) Iterations of Crashing c) Program Evaluation and Review Technique (PERT) • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b).</li> <li>• Expected Time (te) of an Activity Using Three Time Estimates.</li> <li>• Difference between CPM and PERT.</li> <li>• Numerical Consisting of Maximum Ten (10) Activities.</li> <li>• Construction of PERT Network using tevalues of all Activities.</li> <li>• Mean (Expected) Project Completion Time.</li> <li>• Standard Deviation and Variance of Activities.</li> <li>• Project Variance and Project Standard Deviation.</li> <li>• 'Prob. Z' Formula.</li> <li>• Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique.</li> <li>• Meaning, Objectives, Importance, Scope, RORO/LASH</li> </ul>

4	Job Sequencing and Theory of Games
	<p>a) Job Sequencing Problem</p> <ul style="list-style-type: none"> <li>• Processing Maximum 9 Jobs through Two Machines only.</li> <li>• Processing Maximum 6 Jobs through Three Machines only.</li> <li>• Calculations of Idle Time, Elapsed Time etc.</li> </ul> <p>b) Theory of Games</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.</li> <li>• Types of Games.</li> </ul> <p><b>Solution to a 2x2 game without saddle point.</b></p> <ul style="list-style-type: none"> <li>• Numericals based on: ♣ Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.</li> </ul>

# **Ability Enhancement Courses (AEC)**

## **SIUBMS66 Project Work**

### **Introduction**

The main objective of inclusion of project work is to inculcate the element of research analysis challenging the potential of learner as regards to his/ her eager to enquire and ability to interpret particular aspect of the study.

### **Methodology to be adopted:**

It is expected that the guiding teacher should undertake the counselling sessions and make the awareness among the learners about the methodology of formulation, preparation and evaluation pattern of the project work. There are two modes of preparation of project work

1. Project work based on research methodology in the study area
2. Project work based on internship in the study area

### **Guidelines for preparation of Project Work**

#### **1. General guidelines for preparation of project work based on Research**

##### **Methodology**

- ❖ The project topic may be undertaken in any area of Elective Courses.
- ❖ Each of the learner has to undertake a Project individually under the supervision of a teacher-guide.
- ❖ The learner shall decide the topic and title which should be specific, clear and with definite scope in consultation with the teacher-guide concerned.

- ❖ University/college shall allot a guiding teacher for guidance to the students based on her / his specialization.
- ❖ The project report shall be prepared as per the broad guidelines given below:
  - ✓ Font type: Times New Roman
  - ✓ Font size: 12-For content, 14-for Title
  - ✓ Line Space : 1.5-for content and 1-for in table work
  - ✓ Paper Size: A4
  - ✓ Margin : in Left-1.5, Up-Down-Right-1
  - ✓ The Project Report shall be bounded.
  - ✓ The project report should be 80 to 100 pages

## **2. Guidelines for Internship based project work**

- Minimum 20 days/ 100 hours of Internship with an Organisation/ NGO/ Charitable Organisation/ Private firm.
- The theme of the internship should be based on any study area of the elective courses
- Experience Certificate is Mandatory
  - A project report has to be brief in content and must include the following aspects:
    - ❖ **Executive Summary:**
    - ❖ A bird's eye view of your entire presentation has to be precisely offered under this category.
    - ❖ **Introduction on the Company:**

- ❖ A Concise representation of company/ organization defining its scope, products/ services and its SWOT analysis.
- ❖ **Statement and Objectives:**
- ❖ The mission and vision of the organization need to be stated enshrining its broad strategies.
- ❖ **Your Role in the Organisation during the internship:**
- ❖ The key aspects handled, the department under which you were deployed and brief summary report duly acknowledged by the reporting head.
- ❖ **Challenges:**
- ❖ The challenges confronted while churning out theoretical knowledge into practical world.
- ❖ **Conclusion:**
- ❖ A brief overview of your experience and suggestions to bridge the gap between theory and practice.
  - The project report based on internship shall be prepared as per the broad guidelines given below:
- ❖ Font type: Times New Roman
- ❖ Font size: 12-For content, 14-for Title
- ❖ Line Space : 1.5-for content and 1-for in table work
- ❖ Paper Size: A4
- ❖ Margin : in Left-1.5, Up-Down-Right-1
- ❖ The Project Report shall be bounded.
- ❖ The project report should be of minimum 50 pages