

SIES COLLEGE OF ARTS ,SCIENCE & COMMERCE
(EMPOWERED AUTONOMOUS)

Sion (West), Mumbai – 400022.

**Bachelor of Management
Studies (BMS)**

Programme: BMS

Course: Management

Studies

**Syllabus for Second Year
(BMS) Programme**

(Implemented from 2024 – 2025)

(Under NEP)

**Credit Based Semester System (CBCS) and Outcome Based
Education (OBE) w.e.f academic year 2024-2025**

Semester III

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester III
with Effect from the Academic Year 2024-2025***

Subject 1

Strategic Management

Modules at a Glance

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

Learning Objectives

LO1: Develop strategic thinking ability.

LO2: Apply analytical tools for decision-making.

Course Outcomes

CO1: Understand strategic management concepts and business policies.

CO2: Analyze internal and external business environments using tools like SWOT.

CO3: Formulate corporate, business, and functional strategies.

CO4: Evaluate strategy implementation and control mechanisms.

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

***Revised Syllabus of Courses of Bachelor of Management Studies
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Subject 1

Organisational Management

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Organisational Management	15
2	Organisational Culture	15
3	Leadership & Team Management	15
4	Organisational Change Management	15
Total		60

Learning Objectives: -

- LO1:** To understand organizational structure and culture.
LO2: To develop leadership and team management skills.

Course Outcomes:-

- CO1:** Explain evolution and importance of organizational management.
CO2: Analyze organizational culture and its impact on performance.
CO3: Apply leadership theories and team management practices.
CO4: Evaluate change management processes and organizational transformation.

Sr. No.	Modules / Units
1	Introduction to Organisational Management
	<ul style="list-style-type: none"> • Definition and Scope of Organizational Management • Importance of Organizational Management in Today's Business Environment • Evolution of Management Theories: <ul style="list-style-type: none"> Classical Management Theory Behavioral Management Theory Modern Management Theory • Applying Organizational Management Concepts to a Real-World Case Study • Lessons Learned and Future Applications of Organizational Management Principles
2	Organisational Culture
	<ul style="list-style-type: none"> • Definition and Importance of Organizational Culture • Types of Organizational Culture: Clan Culture, Adhocracy Culture, Market Culture, Hierarchy Culture • Organizational Culture Assessment Models and Tools: Competing Values Framework, Organizational Culture Inventory (OCI), Cultural Audit and Employee Surveys • The Role of Founders and Leaders in Shaping Organizational Culture • Strategies for Creating and Sustaining Desired Organizational Cultures
3	Leadership & Team Management
	<ul style="list-style-type: none"> • Leadership Styles and Theories • Role of Emotional Intelligence in Leadership • Team Dynamics: Formation, Development, and Maintenance • Building Effective Teams: Roles, Norms, and Cohesion • Conflict Resolution and Decision Making in Teams
4	Organisational Change Management
	<ul style="list-style-type: none"> • Definition and Importance of Organizational Change Management • The Need for Change in Organizations • Overview of Organizational Change Management Process • Theories of Organizational Change (e.g., Lewin's Change Model, Kotter's 8-Step Model) • Types of Organizational Change (e.g., Planned Change, Reactive Change, Incremental Change, Transformational Change) • Drivers of Organizational Change (e.g., External and Internal Factors, Crisis, Innovation) • Role of Leadership in Driving Organizational Change

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Subject 2

Advertising

Modules at a Glance

Sr. No.	Modules	No. of Lectures
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
Total		60

Learning Objectives: -

LO1: To understand advertising principles and strategies.

LO2: To develop creative and media planning skills.

Course Outcomes:-

CO1: Explain principles, types and role of advertising in marketing.

CO2: Apply advertising planning and creative strategies.

CO3: Analyze media planning and advertising campaign effectiveness.

CO4: Evaluate ethical, legal and emerging trends in advertising.

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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Subject 2

Introduction to Financial Accounts

Modules at a Glance

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

Learning Objectives: -

LO1: To understand accounting principles and standards.

LO2: To prepare financial statements.

Course Outcomes:-

CO1: Explain accounting principles, concepts and standards.

CO2: Apply accounting procedures for recording transactions.

CO3: Prepare financial statements and depreciation accounts.

CO4: Analyze financial data for decision-making.

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

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**Open Elective
Organizational Behavior I**

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Organizational Behavior	15
2	Individual Behavior in Organizations	15
	Total	30

Learning Objectives: -

LO1: Build behavioral skills.

LO2: Enhance workplace effectiveness.

Course Outcomes:-

CO1: Understand OB concepts.

CO2: Analyze individual behavior.

CO3: Apply motivation theories.

CO4: Improve workplace behavior.

Sr. No.	Modules / Units
1	Introduction to Organizational Behavior
	<ul style="list-style-type: none">• Understanding Organizational Behavior: Definition, Scope, and Importance• Historical Development of Organizational Behavior• Key Concepts and Models in Organizational Behavior (e.g., Individual Behavior, Group Behavior, Organizational Culture)• Applications of Organizational Behavior in Management Practice• Case Studies and Examples of Organizational Behavior in Real-world Contexts
2	Individual Behavior in Organizations
	<ul style="list-style-type: none">• Personality and Individual Differences• Perception and Attribution• Attitudes and Job Satisfaction• Motivation Theories and Applications (e.g., Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory)• Employee Engagement and Work Design• Practical Strategies for Managing Individual Behavior in Organizations

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VSC

Soft Skill Development I

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Soft Skills	15
2	Presentation Skills and Public Speaking	15
Total		30

Learning Objectives: -

LO1: To enhance communication and presentation skills.

LO2: To develop interpersonal and professional skills.

Course Outcomes:-

CO1: Explain importance of communication and soft skills.

CO2: Apply verbal and non-verbal communication techniques.

CO3: Develop effective presentation and public speaking skills.

CO4: Demonstrate teamwork and interpersonal skills.

Sr. No.	Modules / Units
1	Introduction to Soft Skills
	<ul style="list-style-type: none">• Definition and importance of soft skills• Differentiating soft skills from hard skills• Self-assessment of current soft skills proficiency• Communication Skills• Verbal and non-verbal communication• Active listening and empathy• Constructive feedback and conflict resolution
2	Presentation Skills and Public Speaking
	<ul style="list-style-type: none">• Planning and structuring effective presentations• Techniques for engaging and captivating an audience• Overcoming nervousness and delivering confident speeches• Using visual aids and storytelling for persuasive communication• Group Discussion• Class Activity on Public Speaking

SIES College ASCS / BMS in Capital Market /FYBMS (CM)
AC/07.08.2024/RSI

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Semester IV

***Revised Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester IV
with Effect from the Academic Year 2024-2025***

Subject 1

Ethics & Governance

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Ethics and Business Ethics	15
2	Ethics in Marketing, Finance and HRM	15
3	Corporate Governance	15
4	Corporate Social Responsibility (CSR)	15
Total		60

Learning Objectives: -

LO1: To understand ethical practices in business.

LO2: To analyze corporate governance and CSR.

Course Outcomes:-

CO1: Explain ethical principles and business ethics concepts.

CO2: Analyze ethical issues in marketing, finance and HR.

CO3: Evaluate corporate governance frameworks and practices.

CO4: Assess CSR initiatives and ethical responsibilities of businesses.

Sr. No.	Modules / Units
1	Introduction to Ethics and Business Ethics
	Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition • Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths about Business Ethics Ethical Performance in Businesses in India
2	Ethics in Marketing, Finance and HRM
	<ul style="list-style-type: none"> • Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements • Ethics In Finance: 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 • Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership
3	Corporate Governance
	<ul style="list-style-type: none"> • Concept, History of Corporate Governance in India, Need for Corporate Governance • Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance • Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading
4	Corporate Social Responsibility (CSR)
	<ul style="list-style-type: none"> • Meaning of CSR, Evolution of CSR, Types of Social Responsibility • Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • Need for CSR • CSR Principles and Strategies • Issues in CSR • Social Accounting • Tata Group's CSR Rating Framework • Sachar Committee Report on CSR • Ethical Issues in International Business Practices • Recent Guidelines in CSR • Society's Changing Expectations of Business With Respect to Globalisation • Future of CSR

***Revised Syllabus of Courses of Bachelor of Management Studies(BMS)
Programme at Semester IV
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Subject 1

Production & Total Quality Management

Modules at a Glance

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

Learning Objectives: -

LO1: To understand production systems and quality management.

LO2: To apply productivity and quality improvement techniques.

Course Outcomes:-

CO1: Explain production systems and materials management.

CO2: Apply inventory and quality control techniques.

CO3: Analyze productivity and TQM philosophies.

CO4: Evaluate quality improvement tools and certifications.

Sr. No.	Modules / Units
1	Production Management
	<p>Production Management</p> <ul style="list-style-type: none"> • Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. • Product Development, Classification and Product Design. • Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. • Importance of purchase management.
2	Materials Management
	<ul style="list-style-type: none"> • Materials Management: Concept, Objectives and importance of materials management Various types of Material Handling Systems. • Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.
3	Basics Of Productivity &TQM
	<ul style="list-style-type: none"> • Basics Of Productivity &TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran ,Kaizen , P. Crosby’s philosophy. • Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity
4	Quality Improvement Strategies &Certifications
	<ul style="list-style-type: none"> • Quality Improvement Strategies &Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI’S QUALITYENGINEERING,ISO 9000,ISO 1400, QS9000. Malcolm Baldrige National Quality Award(MBNQA), Deming’s Application Prize.

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Subject 2

Integrated Marketing Communication

Modules at a Glance

Sr. No.	Modules	No. of Lectures
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
Total		60

Learning Objectives: -

LO1: To understand IMC tools and strategies.

LO2: To evaluate communication effectiveness.

Course Outcomes:-

CO1: Explain IMC concepts and communication process.

CO2: Apply promotional tools like advertising, PR and sales promotion.

CO3: Analyze effectiveness of IMC campaigns.

CO4: Evaluate ethical issues and emerging trends in IMC.

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

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Subject 2

Introduction to Cost Accounting

Modules at a Glance

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

Learning Objectives: -

LO1: To understand IMC tools and strategies.

LO2: To evaluate communication effectiveness.

Course Outcomes:-

CO1: Explain cost concepts and classification.

CO2: Apply costing techniques for materials, labour and overheads.

CO3: Prepare cost sheets and perform cost analysis.

CO4: Evaluate cost control and strategic cost management techniques.

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

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**Open Elective
Organizational Behavior II**

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Group Dynamics and Teamwork	15
2	Organizational Culture and Change Management	15
	Total	30

Learning Objectives: -

LO1: Improve teamwork.

LO2: Handle organizational issues

Course Outcomes:-

CO1: Analyze group dynamics.

CO2: Evaluate organizational culture.

CO3: Apply conflict resolution.

CO4: Manage change.

Sr. No.	Modules / Units
1	Group Dynamics and Teamwork
	<ul style="list-style-type: none">• Understanding Group Dynamics: Formation, Norms, Roles, and Cohesion• Group Decision Making and Problem Solving• Leadership Styles and Influence Tactics• Conflict Resolution and Negotiation Strategies• Building High-Performance Teams: Collaboration, Communication, and Trust• Case Studies and Exercises on Group Dynamics and Teamwork
2	Organizational Culture and Change Management
	<ul style="list-style-type: none">• Organizational Culture: Definition, Functions, and Levels• Types of Organizational Culture (e.g., Clan, Adhocracy, Market, Hierarchy)• Managing Diversity and Inclusion in Organizations• Organizational Change: Drivers, Models, and Resistance• Change Management Strategies and Implementation• Ethical Considerations in Organizational Culture and Change Management• Case Studies and Simulations on Organizational Culture and Change

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**Vocational and Skill
Enhancement Course
Soft Skill Development II**

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding the Interview Process	15
2	Critical Thinking and Problem-Solving	15
Total		30

Learning Objectives: -

LO1: To prepare for professional interviews.

LO2: To enhance critical thinking and problem-solving.

Course Outcomes:-

CO1: Explain interview process and professional etiquette.

CO2: Apply resume building and interview techniques.

CO3: Analyze problems using critical thinking tools.

CO4: Demonstrate effective decision-making and teamwork skills.

Sr. No.	Modules / Units
1	Understanding the Interview Process
	<ul style="list-style-type: none">• Understanding the Interview Process:• Researching the Company and Job Role• Common Interview Questions and Responses• Interview Etiquette and Non-verbal Communication• Build your own Curriculum Vitae
2	Critical Thinking and Problem-Solving
	<ul style="list-style-type: none">• Understanding critical thinking and its importance in decision-making• Analyzing problems effectively and identifying root causes• Applying creative problem-solving techniques• Collaborative problem-solving in team environments