

**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

SYBMS

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

Courses Code	Semester III	Credits	Course code	Semester IV	Credits
1	<i>Elective Courses (EC) (Marketing or Finance)</i>		1	<i>Elective Courses (EC) (Marketing or Finance)</i>	
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	<i>Ability Enhancement Courses (AEC)</i>		2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>		2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
SIUBMS33	Information Technology in Business Management - I	03	SIUBMS43	Information Technology in Business Management-II	03
2B	<i>*Skill Enhancement Courses (SEC)</i>		2B	<i>**Skill Enhancement Courses (SEC)</i>	
SIUBMS34	Foundation Course (Environmental Management) – III	02	SIUBMS44	Foundation course-IV	02
3	<i>Core Courses (CC)</i>		3	<i>Core Courses (CC)</i>	
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

**Proposed 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
1	<i>Elective Courses (Marketing or Finance)</i>	
Marketing Electives		
SIUBMS31M	Consumer Behaviour	03
SIUBMS32M	Advertising	03
Finance Electives		
SIUBMS31F	Equity & Debt Market	03
SIUBMS32F	Corporate Finance	03
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
SIUBMS33	Information Technology in Business Management - I	03
2B	<i>*Skill Enhancement Courses (SEC)</i>	
SIUBMS34	Foundation Course (Environmental Management) – III	02
3	<i>Core Courses (CC)</i>	
SIUBMS35	Business Planning & Entrepreneurial Management	03
SIUBMS36	Accounting for Managerial Decisions	03
SIUBMS37	Strategic Management	03
Total Credits		20

*Proposed 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

Sr. No.	Modules	No. of Lectures
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
Total		60

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	Introduction To Consumer Behaviour:
	<ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features and Importance. • Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour. • Profiling the consumer and understanding their needs. • Consumer Involvement. • Application of Consumer Behaviour knowledge in Marketing. • Consumer Decision Making Process and Determinants of Buyer. • Behaviour, factors affecting each stage, and Need recognition.
2	Individual- Determinants of Consumer Behaviour
	<ul style="list-style-type: none"> • Consumer Needs & Motivation (Theories - Maslow, Mc Cleland). • Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification. • Self Concept – Concept • Consumer Perception • Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude • Formation & Change. • Attitude - Concept of attitude
3	Environmental Determinants of Consumer Behaviour
	<ul style="list-style-type: none"> • Family Influences on Buyer Behaviour, □ • Roles of different members, needs perceived and evaluation rules. • Factors affecting the need of the family, family life cycle stage and size. • Social Class and Influences. • Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process. • Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.
4	Consumer decision making models and New Trends
	<ul style="list-style-type: none"> • Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making • Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying

*Proposed 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

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 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
	<p>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</p>
2	Strategy and Planning Process in Advertising
	<p>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.</p>
3	Creativity in Advertising
	<p>• 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</p>
4	Budget, Evaluation, Current trends and careers in Advertising
	<p>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</p>

*Proposed Syllabus of Courses of Bachelor of Management Studies
(BMS) Programme at Semester III
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**Elective Courses (EC)
Finance Electives**

SIUBMS31F Equity & Debt Market

Modules at a Glance

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

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	Introduction to Financial Market
	<ul style="list-style-type: none"> • Equity market – meaning & definitions of equity share; Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position. • Debt market – Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market.
2	Dynamics of Equity Market
	<ul style="list-style-type: none"> • Primary: <ol style="list-style-type: none"> 1) IPO – methods followed (simple numerical) 2) Book building 3) Role of merchant bankers in fixing the price 4) Red herring prospectus – unique features 5) Numerical on sweat equity, ESOP & Rights issue of shares • Secondary: <ol style="list-style-type: none"> 1) Definition & functions of stock exchanges 2) Evolution & growth of stock exchanges 3) Stock exchanges in India 4) NSE, BSE OTCEI & overseas stock exchanges 5) Recent developments in stock exchanges 6) Stock market Indices
3	Players in debt markets:
	<ul style="list-style-type: none"> • Players in debt markets: <ol style="list-style-type: none"> 1) Govt. securities 2) Public sector bonds & corporate bonds 3) open market operations 4) Security trading corp. of India 5) Primary dealers in Govt. securities • Bonds: <ol style="list-style-type: none"> 1) Features of bonds 2) Types of bonds
4	Valuation of Equity & Bonds
	<ul style="list-style-type: none"> • Valuation of equity: <ol style="list-style-type: none"> 1. Balance sheet valuation 2. Dividend discount model(zero growth, constant growth & multiple growth) 3. Price earning model • Valuation of bonds <ol style="list-style-type: none"> 1. Determinants of the value of bonds 2. Yield to Maturity 3. Interest rate risk 4. Determinants of Interest Rate Risk

*Proposed Syllabus of Courses of Bachelor of Management Studies
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with Effect from the Academic Year 2018-2019

Elective Courses (EC)

Finance Electives

SIUBMS32F Corporate Finance

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	
2	Capital Structure and Leverage	
3	Time Value of Money	
4	Mobilisation of Funds	
Total		60

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

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Ability Enhancement Courses (AEC)

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

Modules at a Glance

Sr. No.	Modules	No. of Lectures
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
Total		60

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

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

	<p>Using Basic Functions: text, math & trig, statistical, date & 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> <ul style="list-style-type: none"> • Presentation Software <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>
3	Email, Internet and its Applications
	<ul style="list-style-type: none"> • Introduction to Email <p>Writing professional emails</p> <p>Creating digitally signed documents.</p> <ul style="list-style-type: none"> • Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook <p>Emailing the merged documents.</p> <p>Introduction to Bulk Email software</p> <ul style="list-style-type: none"> • Internet <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> <ul style="list-style-type: none"> • DNS Basics. <p>Domain Name Registration, Hosting Basics.</p> <ul style="list-style-type: none"> • Emergence of E-commerce and M-Commerce <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>
4	E-Security Systems
	<ul style="list-style-type: none"> • Threats to Computer systems and control measures. <p>Types of threats-</p>

Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism)

Threat Management

- **IT Risk**

Definition, Measuring IT Risk, Risk Mitigation and Management

- **Information Systems Security**
- **Security on the internet**

Network and website security risks

Website Hacking and Issues therein.

Security and Email

- **E-Business Risk Management Issues**

Firewall concept and component, Benefits of Firewall

- **Understanding and defining Enterprise wide security framework**
- **Information Security Environment in India with respect to real Time Application in Business**

Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples;E-Cash, Security requirements for Safe E-Payments

Security measures in International and Cross Border financial transactions

- **Threat Hunting Software**

*Proposed 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 Environmental Management

Modules at a Glance

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

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	Environmental Concepts:
	<ul style="list-style-type: none"> • Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere • Biogeochemical cycles - Concept and water cycle • Ecosystem & Ecology; Food chain, food web & Energy flow pyramid • Resources: Meaning, classification(Renewable & non-renewable), types & Exploitation of Natural resources in sustainable manner
2	Environment degradation
	<ul style="list-style-type: none"> • Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies • Pollution – meaning, types, causes and remedies (land, air, water and others) • Global warming: meaning, causes and effects. • Disaster Management: meaning, disaster management cycle. • Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste)
3	Sustainability and role of business
	<ul style="list-style-type: none"> • Sustainability: Definition, importance and Environment Conservation. • Environmental clearance for establishing and operating Industries in India. • EIA, Environmental auditing, ISO 14001 • Salient features of Water Act, Air Act and Wildlife Protection Act. • Carbon bank & Kyoto protocol
4	Innovations in business- an environmental perspective
	<p>Non-Conventional energy sources- 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>

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

**SIUBMS35 Business Planning & Entrepreneurial
Management**

Modules at a Glance

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

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

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

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Core Courses (CC)

SIUBMS36 Accounting for Managerial Decisions

Modules at a Glance

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

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

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Core Courses (CC)

SIUBMS37 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 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	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 <p>Business Units (SBU's)</p> <ul style="list-style-type: none"> • 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>

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
1	<i>Elective Courses (Marketing or Finance)</i>	
Marketing Electives		
SIUBMS41M	Integrated Marketing Communication	03
SIUBMS42M	Rural Marketing	03
Finance Electives		
SIUBMS41F	Strategic Cost Management	03
SIUBMS42F	Auditing	03
2	<i>Ability Enhancement Courses (AEC)</i>	
2A	<i>Ability Enhancement Compulsory Course (AECC)</i>	
SIUBMS43	Information Technology in Business Management-II	03
2B	<i>*Skill Enhancement Courses (SEC)</i>	
SIUBMS44	Foundation Course (Ethics & Governance)- IV	02
3	<i>Core Courses (CC)</i>	
SIUBMS45	Business Economics-II	03
SIUBMS46	Business Research Methods	03
SIUBMS47	Production & Total Quality Management	03
Total Credits		20

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

SIUBMS41M 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 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	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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**Elective Courses (EC)
Marketing Electives**

SIUBMS42M Rural Marketing

Modules at a Glance

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

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	Introduction
	<ul style="list-style-type: none"> • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview). • Emerging Profile of Rural Markets in India, • Problems of rural market. • Constraints in Rural Marketing and Strategies to overcome constraints
2	Rural Market
	<ul style="list-style-type: none"> • Rural Consumer Vs Urban Consumers– a comparison. • Characteristics of Rural Consumers. • Rural Market Environment: <ul style="list-style-type: none"> a)Demographics– Population, Occupation Pattern, Literacy Level; b)Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, c)Rural Infrastructure -Rural Housing, Electrification, Roads • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.
3	Rural Marketing Mix
	<ul style="list-style-type: none"> • Relevance of Marketing mix for Rural market/Consumers. • Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies & objectives • Promotional Strategies. Segmentation, Targeting & Positioning for rural market.
4	Rural Marketing Strategies
	<ul style="list-style-type: none"> • Distribution Strategies for Rural consumers. <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"> • Communication Strategy. <p>Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. 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

Sr. No.	Modules	No. of Lectures
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
Total		60

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

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

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**Elective Courses (EC)
Finance Electives**

SIUBMS42F Auditing

Modules at a Glance

Sr. No.	Modules	No. of Lectures
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
Total		60

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

4	Auditing Techniques: Vouching & Verification
	<ul style="list-style-type: none"> • Audit of Income - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received • Audit of Expenditure - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense • Audit of Assets Book Debts / Debtors, Stocks -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures • Audit of Liabilities - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities

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Ability Enhancement Courses (AEC)

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

Modules at a Glance

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

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	Management Information System
	<ul style="list-style-type: none"> • Overview of MIS <p>Definition, Characteristics</p> <ul style="list-style-type: none"> • Subsystems of MIS (Activity and Functional subsystems) • Structure of MIS • Reasons for failure of MIS. • Understanding Major Functional Systems <p>Marketing & Sales Systems Finance & Accounting Systems Manufacturing & Production Systems Human Resource Systems Inventory Systems</p> <ul style="list-style-type: none"> • Sub systems, description and organizational levels • Decision support system <p>Definition Relationship with MIS</p> <ul style="list-style-type: none"> • Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS
2	ERP/E-SCM/E-CRM
	<ul style="list-style-type: none"> • Concepts of ERP • Architecture of ERP <p>Generic modules of ERP</p> <ul style="list-style-type: none"> • Applications of ERP • ERP Implementation concepts <p>ERP lifecycle</p> <ul style="list-style-type: none"> • Concept of XRP (extended ERP) • Features of commercial ERP software <p>Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft</p> <ul style="list-style-type: none"> • Concept of e-CRM <p>E-CRM Solutions and its advantages, How technology helps?</p> <ul style="list-style-type: none"> • CRM Capabilities and customer Life cycle <p>Privacy Issues and CRM</p>

	<ul style="list-style-type: none"> • Data Mining and CRM <p>CRM and workflow Automation</p> <ul style="list-style-type: none"> • Concept of E-SCM <p>Strategic advantages, benefits E-SCM Components and Chain Architecture</p> <ul style="list-style-type: none"> • Major Trends in e-SCM • Case studies ERP/SCM/CRM
3	Introduction to Data base and Data warehouse
	<ul style="list-style-type: none"> • Introduction to DBMS <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"> • Data Warehousing and Data Mining <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"> • Data Mining <p>The scope and the techniques used</p> <ul style="list-style-type: none"> • Business Applications of Data warehousing and Data mining
4	Outsourcing
	<ul style="list-style-type: none"> • Introduction to Outsourcing <p>Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes</p> <ul style="list-style-type: none"> • Business Process Outsourcing (BPO) <p>Introduction</p> <ul style="list-style-type: none"> • BPO Vendors <p>How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO</p>

BPO and IT-enabled services

- **BPO Business Model**

Strategy for Business Process Outsourcing

Process of BPO

ITO Vs BPO

- **BPO to KPO**

Meaning of KPO

KPO vs BPO

KPO : Opportunity and Scope

KPO challenges

KPO Indian Scenario

- **Outsourcing in Cloud Environment**

Cloud computing offerings

- **Traditional Outsourcing Vs. Cloud Computing**

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Core Courses (CC)

SIUBMS44 Ethics & Governance

Modules at a Glance

Sr. No.	Modules	No. of Lectures
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
Total		45

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	Introduction to Ethics and Business Ethics
	<ul style="list-style-type: none"> • Ethics: <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"> • Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics <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	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

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| | <ul style="list-style-type: none">• 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 |
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Core Courses (CC)

SIUBMS415 Business Economics-II

Modules at a Glance

Sr. No.	Modules	No. of Lectures
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
Total		60

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

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

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| | <ul style="list-style-type: none">• Foreign Investment : Foreign Portfolio investment- Benefits of Portfolio capital flows- Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations• Balance of Payments: Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP.• Foreign Exchange and foreign exchange market : Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility |
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Core Courses (CC)

SIUBMS46 Business Research Methods

Modules at a Glance

Sr. No.	Modules	No. of Lectures
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
Total		60

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

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

4	Advanced techniques in Report Writing
	<ul style="list-style-type: none">• Report writing – i) Meaning , importance, functions of reports, essential of a good report, contentof report , steps in writing a report, types of reports, Footnotes and Bibliography□□ Ethics and research• Objectivity, Confidentiality and anonymity in Research• Plagiarism

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Core Courses (CC)

SIUBMS47 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 Objective: To acquaint learners with the basic management decisions with respect to production and quality management.

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: <p>Concept, Objectives and importance of materials management Various types of Material Handling Systems.</p> <ul style="list-style-type: none"> Inventory Management: <p>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.</p>
3	Basics Of Productivity &TQM
	<ul style="list-style-type: none"> Basics Of Productivity &TQM: <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"> Product & Service Quality Dimensions, SERVQUAL <p>Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity</p>
4	Quality Improvement Strategies &Certifications
	<ul style="list-style-type: none"> Quality Improvement Strategies &Certifications: <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>

