

The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
(Autonomous)



Revised Syllabus and
Question Paper Pattern of Courses of
BACHELOR OF MANAGEMENT STUDIES
(B.M.S.) PROGRAMME
SECOND YEAR
SEMESTER III AND IV

Under Choice Based Credit System, Grading and
Semester System

(To be implemented from
Academic Year 2020-2021)

Board of Studies

**The Kelkar Education Trust's
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SY B.M.S. SEMESTER III		
Course Code	Full Name of Course (with Paper Name)	Credit Point
	Core Courses (CC)	
MSBEM301	Business Planning & Entrepreneurial Management	3
MSAMD302	Accounting for Managerial Decisions	3
MSSM303	Strategic Management	3
	Ability Enhancement Course (AEC)	
MSIT304	Information Technology in Business Management – I	3
	Skill Enhancement Course (SEC)	
MSFC305	Foundation Course – III (Environmental Management)	2
	Elected Courses (EC) (Any 1 Group of following)	
	<u>Group A: Marketing Elected</u>	
MSCB306	Consumer Behaviour	3
MSADV307	Advertising	3
	<u>Group B: Human Resource Elected</u>	
MSRS308	Recruitment & Selection	3
MSML309	Motivation & Leadership	3
	<u>Group C: Finance Elected</u>	
MSICA310	Introduction to Cost Accounting	3
MSCF311	Corporate Finance	3



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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester III

**Course: BUSINESS PLANNING AND
ENTREPRENEURIAL MANAGEMENT**

Course Code	Course Title	Credit
MSBEM301	Business Planning and Entrepreneurial Management	03



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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S
- ii) Course Code : MSBEM301
Semester III
- iii) Course Title : Business Planning and Entrepreneurial Management
- iv) Semester wise Course Contents : Copy of the syllabus Enclosed
- v) References and additional references : Enclosed in the Syllabus
- vi) Credit structure :
- No. of Credits per Semester : 03
- vii) No. of lectures per Unit : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- 2 Scheme of Examination :
 - Semester End Exam:60 marks (5 Questions of 12 marks)
 - Internal Assessment 40 marks:
 - Test 15 marks,
 - Project/ Assignment 15 marks
 - Class Participation: 10 marks
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any : No



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Programme: SY B.M.S.

Semester: III

**Course : Business Planning and
 Entrepreneurial Management**

Course Code :MSBEM301

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites 1. Meaning of organization.
 2. Knowledge of PODSCORB.

Objectives	
1	Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
2	To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.
3	Student will able to know the procedure of starting up an Enterprise and source of arranging for finance.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	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 • External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development. 	15
II	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) 	15
III	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 • Critical Risk Contingencies of the proposal, Scheduling and milestones. 	15
IV	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 	15
Total No. of Lectures		60

Beyond the Syllabus

Paper presentations, discussions, case study, udyokta fest



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based Theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment

- **Maximum Marks: 60**
- **Questions to be set: 05**
- **Duration: 2 Hrs.**
- **All Questions are Compulsory Carrying 12 Marks each.**

Q. No.	Description	Marks
Q.1	Objective Questions A) Sub Questions to be asked 8 and to be answered any 06 B) Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A) Theory questions (6 Marks) B) Theory questions (6 Marks) OR C) Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60

Note:

Theory question of 12 marks may be divided into two sub questions of 6/6.



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Course Outcomes:

	After completing the course the student will be able to
CO1	Understand the skills required by an entrepreneur to perform functions and overcome the barriers while doing business.
CO2	Gain knowledge about different types of entrepreneurs prevailing in the society.
CO3	Know the sources and process of generating business ideas and check its feasibility before adopting and implementing such idea.
CO4	Know about different monetary schemes offered by government and other financial institutions which can be availed while starting or doing business and to know about recent business trends.

Recommended Resources

Reference Books	<ul style="list-style-type: none">• Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.• Entrepreneurial Development - S.S.Khanna• Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication• Entrepreneurial Development in India - Sami Uddin, Mittal Publication• Entrepreneur Vs Entrepreneurship- Human Diagno
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Syllabus Prepared by:

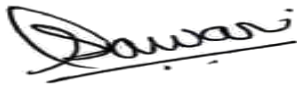
1. Ms. Seema Pawar: Chairperson, Syllabus Committee
HOD - Dept. of SFC
Assistant Professor,
V. G. Vaze College, Mulund (East), Mumbai
2. Ms. Arati Shah: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC
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3. Ms. Khursheed Shaikh : Member, Syllabus Committee
Assistant Professor,
Dept. of SFC
V. G. Vaze College, Mulund (East), Mumbai



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNTD University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
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Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)
Date – 19th Aug. 2020**



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
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Date - 19th Aug. 2020**



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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester III

Course: ACCOUNTING FOR MANAGERIAL DECISIONS

Course Code	Course Title	Credit
MSAMD302	Accounting for Managerial Decisions	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSAMD302
		Semester III
iii) Course Title	:	Accounting for Managerial Decisions
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: III

Course : Accounting for Managerial Decisions

Course Code : MSAMD302

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Financial Accounting
: Basic interest in accounts.

Course Objectives:

- 1** To acquaint management learners with basic accounting fundamentals
- 2** To develop financial analysis skills among learners
- 3** The course aims at explaining the core concepts of business finance and its importance in managing a business



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS Vertical Form of Balance Sheet and Profit & Loss A/c-Trend Analysis, Comparative Statement & Common Size.	15
II	RATIO ANALYSIS AND INTERPRETATION <ul style="list-style-type: none"> • Ratio analysis and Interpretation(based on vertical form of financial statements)including conventional and functional classification restricted to: • Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio. • Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , 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.	15
III	CASH FLOW STATEMENT Preparation of cash flow statement(Accounting Standard-3(revised))	15
IV	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] 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Solve Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Practical Question OR Full Length Practical Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Learn vertical format & make different analysis
CO2	Make decisions and suggest on the basis of Ratio analysis
CO3	Learn flow of cash by different activities
CO4	Estimate working capital requirement

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Srivastava R M, <i>Essentials of Business Finance</i>, Himalaya Publications • Anthony R N and Reece JS. <i>Accounting Principles</i> , Hoomwood Illinos , Richard D. Irvin • Bhattacharya SK and Dearden J. - <i>Accounting for Management. Text and Cases</i>, New Delhi. • Hingorani NL and ramanthan AR - <i>Management Accounting</i> , New Delhi • Ravi M. Kishore , <i>Advanced management Accounting</i> , Taxman , New Delhi • Maheshwari SN - <i>Management and Cost Accounting</i> , Sultan Chand , New Delhi • Gupta, SP - <i>Management Accounting</i>, Sahitya Bhawan, Agra.
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

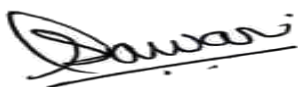
1. Mr Rajesh Mane: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai
2. Ms. Laveleen Kaur Narang: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai



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Ms. Arati Shah	: Member – Faculty
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Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)
Date – 19th Aug. 2020**



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester III

Course: STRATEGIC MANAGEMENT

Course Code	Course Title	Credit
MSSM303	Strategic Management	03



The Kelkar Education Trust's
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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S.
- ii) Course Code : MSSM303
Semester III
- iii) Course Title : Strategic Management
- iv) Semester wise Course Contents : Copy of the syllabus Enclosed
- v) References and additional references : Enclosed in the Syllabus
- vi) Credit structure
- No. of Credits per Semester : 03
- vii) No. of lectures per Unit : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- 2 Scheme of Examination :
- Semester End Exam:60 marks (5 Questions of 12 marks each)
 - Internal Assessment 40 marks:
 - Test 15 marks,
 - Project/ Assignment 15 marks
 - Class Participation: 10 marks
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any : No



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Programme: SY B.M.S.

Semester: III

Course : Strategic Management

Course Code :MSSM303

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about what is Strategy.
: Basic understanding of management.

Course Objectives:

1. 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.
2. The focus is to critically examine the management of the entire enterprise from the Top Management viewpoints.
3. This course deals with corporate level Policy & Strategy formulation areas. This course aims to develop conceptual skills in this area as well as their application in the corporate world.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	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 	15
II	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) 	15
III	STRATEGIC IMPLEMENTATION <ul style="list-style-type: none"> • Models of Strategy making. • Strategic Analysis& Choices &Implementation: BCG Matrix, GE9Cell, Porter5 Forces, 7S Framework • Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional level. 	15
IV	STRATEGIC EVALUATION & CONTROL <ul style="list-style-type: none"> • Strategic Evaluation & Control– Meaning, Steps of Evaluation & Techniques of Control • Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. • Change Management– Elementary Concept 	15
Total No. of Lectures		60

Beyond the Syllabus

Presentations, Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
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	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
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Q.1	Objective Questions a. Sub Questions to be asked 8 and to be answered any 06 b. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
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Q.5	a. Theory questions (6 Marks) b. Theory questions (6 Marks) OR c. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
TOTAL MARKS		60
Note: Theory question of 12 marks may be divided into two sub questions of 6/6.		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Know about the basic elements of Strategy
CO2	Knowledge of functions of Strategy
CO3	Recent trends in SM
CO4	Implementation of strategy

Recommended Resources

Reference Books -	<ul style="list-style-type: none">• KazmiAzhar, Business Policy & Strategic Management, Tata McGraw-Hill.• P.K. Ghosh : Business Policy , Strategy , Planning and Management• Christensen , Andrews Dower: Business Policy- Text and Cases• William F. Gkycj : Business Policy – Strategy Formation and Management Action• Bongee and Colonan: Concept of Corporate Strategy.
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

1. Ms. Seema Pawar: Chairperson, Syllabus Committee
HOD – Dept. of SFC,
Assistant Professor,
V. G. Vaze College, Mulund (East), Mumbai

2. Ms. Arati Shah: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai

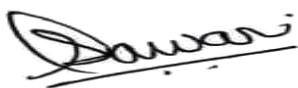
3. Ms. Khursheed Shaikh: Member, Syllabus Committee,
Assistant Professor,
Dept. of SFC,
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**Ms. Seema Pawar
Chairperson
BOS (BMS)
Date – 19th Aug. 2020**



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)
Date - 19th Aug. 2020**



**The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
(Autonomous)**



**The Kelkar Education Trust's
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester III

**Course: INFORMATION TECHNOLOGY IN
BUSINESS MANAGEMENT-I**

Course Code	Course Title	Credit
MSIT304	Information Technology in Business Management-I	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSIT304
		Semester III
iii) Course Title	:	Information Technology in Business Management-I
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Class Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: III

**Course : Information Technology in
 Business Management-I**

Course Code : MSIT304

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about computer hardware and software.
: Basic interest in information technology.

Course Objectives:

- 1** To learn basic concepts of Information Technology, its support and role in Management, for managers
- 2** To provide practical hands on training required for office automation. It is expected to have practical sessions of latest MS-Office Software
- 3** To understand basic concepts of Email, Internet and websites, domains and security therein



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO IT SUPPORT IN MANAGEMENT</p> <ul style="list-style-type: none"> • Information Technology concepts Concept of Data, Information and Knowledge • Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) Types of CBIS - brief descriptions and their interrelationships/hierarchies Office Automation System(OAS) Transaction Processing System(TPS) Management Information System(MIS) Decision Support Systems(DSS) Executive Information System(EIS) Knowledge based system, Expert system • Success and Failure of Information Technology. Failures of Nike and AT&T • IT Development Trends. Major areas of IT Applications in Management • Concept of Digital Economy and Digital Organization. • IT Resources Open Source Software - Concept and Applications. • Study of Different Operating Systems. (Windows / Linux/ DOS) 	15
II	<p>OFFICE AUTOMATION USING MS OFFICE</p> <ul style="list-style-type: none"> • Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of Smart Art Cross Reference, Bookmark and Hyperlink. Mail Merge Feature. • Spreadsheet application (e.g.MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of Lookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver, • Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, 	15



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	<p>Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations</p> <ul style="list-style-type: none"> • Rehearsal of presentation 	
III	<p>EMAIL, INTERNET AND ITS APPLICATIONS</p> <ul style="list-style-type: none"> • Introduction to Email • Writing professional emails creating digitally signed documents. • Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook • Emailing the merged documents. Introduction to Bulk Email software • Internet • Understanding Internet Technology Concepts of Internet, Intranet, Extranet • Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) • Study of LAN, MAN, WAN • DNSBasics. • Domain Name Registration, Hosting Basics. • Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce • Business models of e-commerce: models based on transaction party (B2B, B2C,B2G, C2B, C2C, E-Governance) • Models based on revenue models, Electronic Funds Transfer, Electronic Data Interchange 	15
IV	<p>E-SECURITY SYSTEMS</p> <ul style="list-style-type: none"> • Threats to Computer systems and control measures. Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management • IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management • Information Systems Security • Security on the internet Network and website security risks, Website Hacking and Issues therein. Security and Email • Cyber Laws • 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, 	15



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	On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples' Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions • Threat Hunting Software	
Total No. of Lectures		60

Beyond the Syllabus

Group Discussion & Presentations



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Understand the concept of computer based information system and its use for management.
CO2	Recognize when to use each of the Microsoft Office Programs to create professional and academic documents.
CO3	Communicate professionally through electronic medium; understand basics of E-commerce and M-commerce.
CO4	Understand E-security, computer threats, cyber laws and information security environment.

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



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Syllabus Prepared by:

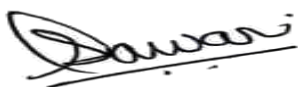
1. Ms. Sunanda Pandita, Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai.
2. Dr. Poornima Bangale, Member, Syllabus Committee
HOD - Dept. of IT,
Assistant Professor,
V. G. Vaze College, Mulund (East), Mumbai.
3. Ms. Priyanka Aggarwal, Member, Syllabus Committee
Visiting Faculty



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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNTD University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)
Date – 19th Aug. 2020



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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester III

**Course: FOUNDATION COURSE – III
(ENVIRONMENTAL MANAGEMENT)**

Course Code	Course Title	Credit
MSFC305	Foundation Course – III (Environmental Management)	02



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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S
- ii) Course Code : MSFC305
Semester III
- iii) Course Title : Foundation Course III
(Environmental Management)
- iv) Semester wise Course Contents : Copy of the syllabus enclosed
- v) References and additional references : Enclosed in the syllabus
- vi) Credit structure
- No. of Credits per Semester : 02
- vii) No. of lectures per Unit : 12,11,11,11
- viii) No. of lectures per week : 03
- ix) No. of Tutorial per week : Nil
- 2 Scheme of Examination :
 - Semester End Exam:60 marks (5 Questions of 12 marks each)
 - Internal Assessment 40 marks:
 - Test 15 marks,
 - Project/ Assignment 15 marks
 - Class Participation: 10 marks
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any : No



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Programme: SY B.M.S

Semester: III

Course : Foundation Course - III
(Environmental Management)

Course Code :MSFC305

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
3	-	-	2	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge of Environment

Course Objectives:

- 1 Study the basic concepts in Environment.
- 2 Understand what degradation of the environment and its causes is.
- 3 To understand various laws and regulations towards protection of Environment.
- 4 To study various innovative models in Business.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	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 	12
II	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) 	11
III	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, ISO14001 • Salient features of Water Act, Air Act and Wildlife Protection Act. Carbon bank & Kyoto protocol 	11
IV	INNOVATIONS IN BUSINESS- AN ENVIRONMENTAL PERSPECTIVE <ul style="list-style-type: none"> • 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 • CSR 	11
Total No. of Lectures		45

Beyond the Syllabus

Group discussion, Videos, Case studies



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions a. Sub Questions to be asked 8 and to be answered any 06 b. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
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Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	a. Theory questions (6 Marks) b. Theory questions (6 Marks) OR c. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
Note: Theory question of 12 marks may be divided into two sub questions of 6/6.		



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Course Outcomes:	
CO1	The student will be able to understand the composition and various components of the Environment.
CO2	The student will be able to understand the various factors responsible for Environmental Degradation and suggest measures to control the various types of Pollutions.
CO3	The student will be able to understand development with sustainability and will be able to understand important instruments of reconciliation between the development needs and environmental values.
CO4	The student will be able to understand various alternate sources of energy.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none">• Environment Management , N.K. Uberoi , Excel Books, Delhi• Environmental Management - Text & Cases, BalaKrishnamoorthy, Prentice Hall of India• Environmental Management- National and global Perspectives, Swapan C. Deb ,JAICO• Environmental Management , Dr.Anand S. Bal , Himalaya Publishing House• Environmental Priorities in India , Khoshoo , Environmental Society(N.Delhi)
<u>E-Resources</u>	
Webliography:	



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Syllabus Prepared by:

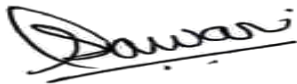
1. Ms. Shirisha Gupte: Chairperson, Syllabus Committee
MA, SET Geography,
Assistant Professor
Dept. of Environmental Studies,
V. G. Vaze College, Mulund (East), Mumbai
2. Ms. Amruta Khanolkar: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai



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The Final Syllabus which has been approved by the following BOS Members

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Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
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BOS (BMS)
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester III

Course: CONSUMER BEHAVIOUR

Course Code	Course Title	Credit
MSCB306	Consumer Behaviour	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSCB306
		Semester III
iii) Course Title	:	Consumer Behaviour
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: III

Course : Consumer Behaviour

Course Code : MSCB306

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Marketing.

: Basic interest in consumer decision making process.

Course Objectives:

- 1 The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms
- 2 This course is meant to equip undergraduate students with basic knowledge about issues and 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.

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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO CONSUMER BEHAVIOUR</p> <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. • Case Studies 	15
II	<p>INDIVIDUAL- DETERMINANTS OF CONSUMER BEHAVIOUR</p> <ul style="list-style-type: none"> • Consumer Needs & Motivation (Theories - Maslow, McClelland). • Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and its 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 • Use case study approach • Case Studies 	15
III	<p>ENVIRONMENTAL DETERMINANTS OF CONSUMER BEHAVIOUR</p> <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 	15



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	<p>their role, customs, traditions and value system.</p> <ul style="list-style-type: none"> • use case study approach 	
IV	<p>CONSUMER DECISION MAKING MODELS AND NEWTRENDS</p> <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 	15
Total No. of Lectures		60

Beyond the Syllabus

Presentation, Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions a. Sub Questions to be asked 8 and to be answered any 06 b. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	a. Theory questions (6 Marks) b. Theory questions (6 Marks) OR c. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
TOTAL MARKS		60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Introduction to CB
CO2	Get introduced to various CB Tool
CO3	Ethics in CB
CO4	Recent trends in CB

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th Ed.). Pearson. • Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th Ed.) New Delhi: Pearson. • Blackwell, R.D., Miniard, P.W., &Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning. • Hawkins, D.I., Best, R. J., Coney, K.A., &Mookerjee, A. (2007). Consumer Behaviour – Building Marketing Strategy. (9th Ed.). Tata McGraw-Hill. • Loudan, David L and Bitta, A.J. Della Consumer Behaviour • Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th Ed.). Pearson • Nair, Suja R- Consumer Behaviour in Indian Perspective
<u>E-Resources</u> Webliography:	

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Syllabus Prepared by:

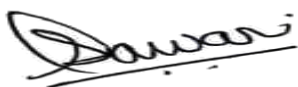
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
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Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester III

Course: ADVERTISING

Course Code	Course Title	Credit
MSADV307	Advertising	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSADV307
		Semester III
iii) Course Title	:	Advertising
iv) Semester wise Course Contents	:	Copy of syllabus enclosed
v) References and additional references	:	Enclosed in the syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	Nil
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S

Semester: III

Course : Advertising

Course Code : MSADV307

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites

- Basic knowledge of Marketing
- Interest in Advertising

Course Objectives:

- 1 To understand and examine the growing importance of advertising
- 2 To understand the construction of an effective advertisement
- 3 To understand the role of advertising in contemporary scenario
- 4 To understand the future and career in advertising



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO ADVERTISING</p> <ul style="list-style-type: none"> • Definition, Evolution of Advertising, 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 : DAGMAR, 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 	15
II	<p>STRATEGY AND PLANNING PROCESS IN ADVERTISING</p> <ul style="list-style-type: none"> • Advertising Planning process & Strategy : 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. 	15
III	<p>CREATIVITY IN ADVERTISING</p> <ul style="list-style-type: none"> • Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads. • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc– • Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music) • Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, 	15



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	<p>believability, interest, distinctiveness</p> <ul style="list-style-type: none"> • Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research 	
IV	<p>BUDGET, EVALUATION, CURRENT TRENDS IN ADVERTISING</p> <ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting • Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre- testing and Post-testing. • 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 • 5 topmost ad agencies and famous campaigns designed by them. 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussion, Skits, Videos, Case studies



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
TOTAL MARKS		60
Note: Theory question of 12 marks may be divided into two sub questions of 6/6.		



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Course Outcomes:

CO1	The student will be able to understand the features and benefits of advertising, various theories and models of advertising, and ethics and laws in advertising.
CO2	The student will understand the advertising planning and implementation process and the role of advertising agencies.
CO3	The student will be familiarized with role of different elements like logo, slogans, taglines, script, music, etc while placing ads using various media like print, TV, radio or the internet.
CO4	The student will be familiarized with budgeting techniques used in advertising, also to find out the effectiveness of advertising pre and post the advertise is published or broadcasted. Student will also be aware of the recent trends in advertising.

Recommended Resources

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



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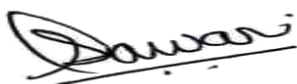
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester III

Course: RECRUITMENT AND SELECTION

Course Code	Course Title	Credit
MSRS308	Recruitment and Selection	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSRS308
		SEM III
iii) Course Title	:	Recruitment and Selection
iv) Semester wise Course Contents	:	Copy of syllabus and enclose
v) References and additional references	:	Enclosed in the syllabus songs
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6 Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: III

Course : Recruitment and Selection

Course Code : MSRS308

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisite	<p>: Basic knowledge of principles of management.</p> <p>: Interest in HR functions of organization.</p>
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Course Objectives:	
1	The objective is to familiarize the students with concepts and principles, Procedure of Recruitment and Selection in an organization.
2	To give an in depth insight into various aspects of Human Resource Management.
3	To make them acquainted with practical aspect of the subject.



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Units	Module	Lectures
I	<p>RECRUITMENT</p> <ul style="list-style-type: none"> • Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of recruitment. • Job Analysis-- Concept, Specifications, Description, Process and methods, Uses of job analysis • Job Design - - Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in job designing. • Source or Type of Recruitment– a) Direct/Indirect, b) Internal/ External. Internal-Notification, Promotion– Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional (In- House, Internal Recruitment, On Campus, Employment and Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters). • Technique of Recruitment-Traditional Vs Modern Recruitment • Evaluation of Recruitment-out sourcing programme 	15
II	<p>SELECTION</p> <ul style="list-style-type: none"> • Selection - Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format). • Screening - Pre and Post Criteria for Selection, Steps of Selection • Interviewing - Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques. • Selection Hurdles and Ways to Overcome Them 	15
III	<p>INDUCTION</p> <ul style="list-style-type: none"> • Induction - Concept, Types - Formal /Informal, Advantages of Induction ,How-to make induction effective • Orientation & on boarding - Programme and Types, Process. • Socialization-Types-Anticipatory, Encounter, Setting in, socialization tactics • Current trends in recruitment and selection strategies–with respect to 	15



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	<ul style="list-style-type: none">• Service, Finance, I.T., Law And Media Industry	
IV	SOFT SKILLS <ul style="list-style-type: none">• Preparing Bio-data and CV.• Social and Soft Skills – Group Discussion & Personal Interview, Video and Tele conferencing skills,• Presentation and Negotiation Skills, aesthetic skills,• Etiquettes - Different Types and quitting techniques.• Exit Interview - Meaning, importance.	15
Total No. of Lectures		60

Beyond the Syllabus

Group discussion and class activity.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40

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External Assessment		
<ul style="list-style-type: none"> ● Maximum Marks: 60 ● Questions to be set: 05 ● Duration: 2 Hrs. ● All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A) Sub Questions to be asked 8 and to be answered any 06 B) Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A) Theory questions (6 Marks) B) Theory questions (6 Marks) OR C) Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
TOTAL MARKS		60
Note: Practical question of 12 marks may be divided into two sub questions of 6/6.		



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Course Outcomes:

- | | |
|------------|---|
| CO1 | Students will understand how jobs are analyzed designed and specified. Students will know various sources of recruitment and selection and techniques used. |
| CO2 | Students will understand scientific selection process different screening mechanism and interviewing techniques used by corporate. |
| CO3 | Learner will understand process of induction, orientation types of orientation and how socialization of employees done. |
| CO4 | Learner will know the biodata ,CV ,office etiquettes ,different interviews ,exit interviews and quitting techniques |

Recommended Resources

- | | |
|--------------------------|---|
| Reference Books - | <ul style="list-style-type: none">• Dipak Kumar Bhattacharya - Human Resource Management• Arun Monappa- Managing Human Resource.• C.B. Memoria -Personnel Management-• Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st Ed.). New Delhi: Jaico Publishing House.• Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd Ed.). India: Thomson South Western. |
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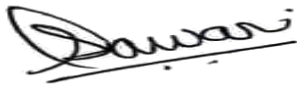
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Syllabus for **SY B.M.S**

(June 2020 Onwards)

Program: B.M.S.

Semester III

Course: MOTIVATION & LEADERSHIP

Course Code	Course Title	Credit
MSML309	Motivation & Leadership	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSML309
		Semester III
iii) Course Title	:	Motivation & Leadership
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	12, 15, 17, 16
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: III

Course : Motivation & Leadership

Course Code : MSML309

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge Human skills to motivate employees.
: Basic knowledge of different motivational strategies.

Course Objectives:

- 1** To gain knowledge of the leadership strategies for motivating people and changing organizations
- 2** To study how leaders facilitate group development and problem solving and work through problems and issues as well as transcend differences
- 3** To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	MOTIVATION – I <ul style="list-style-type: none"> • Concept of motivation, Importance, Tools of Motivation. • Theory Z, Equity theory. • Process Theories-Vroom's Expectancy Theory, Valency-Four drive model. 	12
II	MOTIVATION – II <ul style="list-style-type: none"> • East v/s West, motivating workers (in context to Indian workers) • The Indian scene – basic differences. • Work–Life balance–concept, differences, generation and tips on work life balance. 	15
III	LEADERSHIP – I <ul style="list-style-type: none"> • Leadership– Meaning, Traits and Motives of an Effective Leader, Styles of Leadership. • Theories –Trait Theory, Behavioural Theory, Path Goal Theory. • Transactional v/s Transformational leaders. • Strategic leaders– meaning, qualities. • Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine) 	17
IV	LEADERSHIP – II <ul style="list-style-type: none"> • Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, DonaldTrump) • Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein). • Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader. 	16
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & presentation



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions a. Sub Questions to be asked 8 and to be answered any 06 b. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	a. Theory questions (6 Marks) b. Theory questions (6 Marks) OR c. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	The course give the knowledge about different theories of motivation
CO2	The course will enhance the student to know intrinsic and extrinsic motivation in theory and practice.
CO3	The students develop the awareness of emerging trends in Eastern and Western culture.
CO4	The students can learn different leadership styles.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Stephen P. Robbins, Timothy A. Judge (Author) - Organizational behaviour (15th Edition), Prentice Hall Publication. • Niraj Kumar- Organisational Behaviour : A New Looks (Concept, Theory & Cases), Himalaya Publishing House • Strategic Leadership – Sahu & BhArati– Excel Books • Peter I. Dowling & Denice E. (2006). International HRM (1st ed.). New Delhi. Excel Books. • French Wendell, Bell Ceciland Vohra Veena. (2004). Organization Development, Behavioral Science Interventions for Organization Improvement. (6thed.)
<u>E-Resources</u> Webliography:	



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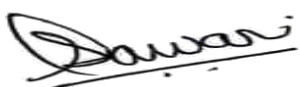
Syllabus Prepared by:

- | | |
|---|---|
| 1 | Ms. Khursheed Shaikh: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai |
| 2 | Ms. Seema Pawar: Member, Syllabus Committee
HOD - Dept. of SFC,
Assistant Professor,
V. G. Vaze College, Mulund (East), Mumbai |
| 3 | Ms. Arati Shah: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai |

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Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
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Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNDT University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)
Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)
Date - 19th Aug. 2020



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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester III

Course: INTRODUCTION TO COST ACCOUNTING

Course Code	Course Title	Credit
MSICA310	Introduction to Cost Accounting	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSICA310
		Semester III
iii) Course Title	:	Introduction to cost accounting
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)
2 Scheme of Examination	:	<ul style="list-style-type: none">• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: III

Course : Introduction to Cost Accounting

Course Code : MSICA310

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Cost Accounting
: Basic interest in Costing.

Course Objectives:

- 1 This course exposes the students to the basic concepts and the tools used in Cost Accounting.
- 2 To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	INTRODUCTION 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)	15
II	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) 	15
III	COST PROJECTION <ul style="list-style-type: none"> • Cost Sheet (Current and Estimated)) (Practical Problems) • Reconciliation of financial accounts and cost accounting (Practical Problems) 	15
IV	EMERGING COST CONCEPTS Uniform Costing and Inter firm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions &Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Solve Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40

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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Practical Question OR Full Length Practical Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
Note: Practical question of 12 marks may be divided into two sub questions of 6/6.		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Differiating the cost in different heads
CO2	Calculate stock valuation, stock level, wages by different incentive plans and distribution of overheads by various methods
CO3	Prepare cost sheet and reconcile the profits.
CO4	Knowledge about new concepts in costing.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> Cost Accounting - Principles and Practice; Arora M.N: Vikas, New Delhi. Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi. Principles of Management Accounting; Anthony Robert, Reece, etat: RichardD. IrwinInc. Illinois. Cost Accounting – A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar
<u>E-Resources</u> Webliography:	

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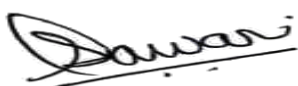
Syllabus Prepared by:	
1.	Mr. Rajesh Mane: Chairperson, Syllabus Committee Assistant Professor Dept. of SFC, V. G. Vaze College, Mulund (East), Mumbai
2.	Ms. Niti Shirke: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V. G. Vaze College, Mulund (East), Mumbai
3.	Mr. Ambadas S. Shinge : Member, Syllabus Committee Assistant Professor, Dept. of SFC, V. G. Vaze College, Mulund (East), Mumbai



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Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester III

Course: CORPORATE FINANCE

Course Code	Course Title	Credit
MSCF311	Corporate Finance	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSCF311
		Semester III
iii) Course Title	:	Corporate Finance
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: III

Course : Corporate Finance

Course Code : MSCF311

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Finance Functions.
: Basic interest in Financial Management.

Course Objectives:

- 1** The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making.
- 2** The course aims at explaining the core concepts of corporate finance and its importance in managing a business.
- 3** To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	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, Preference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities. 	15
II	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. 	15
III	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 (Net Present Value) • Importance of Risk and Return analysis in Corporate Finance 	15
IV	MOBILISATION OF FUNDS <ul style="list-style-type: none"> • Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, • RBI and public deposits with NBFC's. • Foreign capital and collaborations, Foreign direct Investment (FDI) • Emerging trends in FDI • Global Depository Receipts, Policy development, Capital flows and Equity Debt. Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & Book Review.



The Kelkar Education Trust's
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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Solve Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
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Q.3	Full Length Practical Question OR Full Length Practical Question	12
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Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
After the completion of the course, students will able to	
CO1	<ul style="list-style-type: none"> • Know about the concepts used in Corporate Finance & in Securities.
CO2	<ul style="list-style-type: none"> • Understand how to determine the proper mix of debt and equity to use to fund corporate investment. • Know the factors that have affect the cost of capital, and distinguish between those factors that can and cannot be controlled by the company. • Explain how operating leverage contributes to a firm's business risk and conduct a breakeven analysis, complete with a break even chart. • Define financial leverage and explain its effect on expected ROE, expected EPS and risk borne by stockholders.
CO3	<ul style="list-style-type: none"> • Describe why the time value of money is important when analyzing a potential project. • Understand the importance of Capital Budgeting and the concepts underlying strategic and capital investment decision. Also describe to use discounted & non discounted capital budgeting techniques.
CO4	<ul style="list-style-type: none"> • Know how to mobilized the funds with rules and regulations given by RBI & SEBI

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



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Syllabus Prepared by:

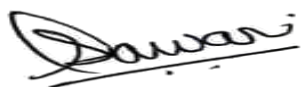
1. Ms. Anita Yakkali: Chairperson, Syllabus Committee
Assistant Professor,
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SY B.M.S SEMESTER IV		
Course Code	Full Name of Course (with Paper Name)	Credit Point
Core Courses (CC)		
MSECO401	Business Economics-II	3
MSBRM402	Business Research Methods	3
MSPTQ403	Production & Total Quality Management	3
Ability Enhancement Course (AEC)		
MSIT404	Information Technology in Business Management - II	3
Skill Enhancement Course (SEC)		
MSFC405	Foundation Course – IV (Ethics & Governance)	2
Elected Courses (EC) (Any 1 Group of following)		
<u>Group A: Marketing Elected</u>		
MSIMC406	Integrated Marketing Communication	3
MSRMK407	Rural Marketing	3
<u>Group B: Human Resource Elected</u>		
MSTD408	Training & Development in HRM	3
MSCM409	Change Management	3
<u>Group C: Finance Elected</u>		
MSSCM410	Strategic Cost Management	3
MSCR411	Corporate Restructuring	3



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**The Kelkar Education Trust's
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S
Semester IV

Course: BUSINESS ECONOMICS - II

Course Code	Course Title	Credit
MSECO401	Business Economics-II	03



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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S
- ii) Course Code : MSECO401
Semester IV
- iii) Course Title : Business Economics-II
- iv) Semester wise Course Contents : Copy of the syllabus Enclosed
- v) References and additional references : Enclosed in the syllabus
- vi) Credit structure :
- No. of Credits per Semester : 03
- vii) No. of lectures per Unit : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- 2 Scheme of Examination :
 - Semester End Exam:60 marks (5 Questions of 12 marks)
 - Internal Assessment 40 marks
 - Test 15 marks,
 - Project/ Assignment 15 marks
 - Class Participation: 10 marks
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College Admission brochure/website
- 5 Fee Structure : As per College Fee Structure specifications
6. any Special Ordinances / Resolutions, if : No



The Kelkar Education Trust's
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Programme: SY B.M.S.

Semester: IV

Course : Business Economics II

Course Code :MSECO401

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Macroeconomics.
: Basic interest in current Economics.

Course Objectives:

- 1 It will help students analyse how macroeconomic indicators affect the economy
- 2 This course which is a field in applied economics will help them evaluating the overall performance of the economy in terms of national income.
- 3 It will help them to focus on the economic issues related to business organization and management.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO MACROECONOMIC DATA AND THEORY</p> <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 	15
II	<p>MONEY, INFLATION AND MONETARY POLICY</p> <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 	15
III	<p>CONSTITUENTS OF FISCAL POLICY</p> <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. • Case Studies 	15



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IV	<p>OPEN ECONOMY : THEORY AND ISSUES OF INTERNATIONAL TRADE</p> <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 Factors determining terms of trade - Gains from trade - Free trade versus protection • 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 • Case Studies 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions on current issues and case studies.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course students will be able to
CO1	Explain the concepts of Macroeconomics and its interrelations with Microeconomics.
CO2	Will be in a position to understand the real economic situations like inflation, recession, foreign exchange.
CO3	Apply the principle of Macroeconomics in explaining the behavior of Macroeconomic variables at national as well as global level.
CO4	Able to analyze different trends in international trade.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Ackley.G (1976), Macro Economic Theory and Policy, Macmillan Publishing Co. New York • Ahuja. H.L., Modern Economics — S.Chand Company Ltd. New Delhi. • Blanchard Olivier (2000), Macro Economics, Englewood Elitt, Prentice Hall • Bouman John, Principles of Macro Economics • Dornbush , Rudiger, Fisher Stanley and Startz, Richards Macroeconomics, Nineth edition 2004 Tata- Mac Graw Hill, New Delhi. • Dwivedi, D.N. (2001), Macro Economics: Theory and Policy, Tata-Mac Graw Hill, New Delhi. • Friedman Hilton (1953) Essays in Positive Economics, University of Chicago Press, London. • Gregory .N. Mankiw, Macroeconomics, Fifth Edition (2002) New York:Worth Publishers • Jhingan, M.L., Principles of Economics — Vrinda Publications (P) Ltd. • Shapiro, E (1996), Macro-Economic Analysis, Galgotia Publication, New Delhi. • Vaish .M.C. (2010) Macro Economic Theory 14th edition, Vikas Publishing House(P)Ltd • Ahuja H.L. : Modern Economics, 19th edition, 2015, S.Chand&co Pvt Ltd, New Delhi • Bhatia H.L.: Public Finance. Vikas Publishing House Pvt. Ltd. • David N. Hyman : Public Finance A Contemporary Application of theory of policy, Krishna Offset, Delhi • Hoiughton E.W.(1998) : Public Finance, Penguin, Baltimore • Hajela T.N: Public Finance – Ane Books Pvt.Ltd



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	<ul style="list-style-type: none">• Jha, R (1998) : Modern Public Economics, Route Ledge, London• Musgrave, R.A and P.B. Musgrave (1976) : Public Finance in Theory and Practice, Tata McGraw Hill, Kogakusha, Tokyo• Mithani, D.M (1998) : Modern Public Finance, Himalaya Publishing House, Mumbai
<u>E-Resources</u> Webliography:	

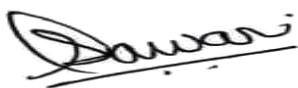
Syllabus Prepared by:
1. Ms. Mayura Ranade: Chairperson ,Syllabus Committee Assistant Professor Dept of SFC, V.G Vaze College, Mulund (East), Mumbai.
2 Mr. Prasanjeet Bhawe, Member ,Syllabus Committee HOD - Dept, Business Economics V.G Vaze College, Mulund (East), Mumbai ,
3 Mr. Krishnan S. , Member, Syllabus Committee Visiting Faculty.
4 Mr. Sreevallaban Narayanan, Member ,Syllabus Committee Visiting Faculty



The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
(Autonomous)

The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
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Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNDT University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
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Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)
Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)
Date - 19th Aug. 2020



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**The Kelkar Education Trust's
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(Autonomous)**

Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester IV

Course: BUSINESS RESEARCH METHODS

Course Code	Course Title	Credit
MSBRM402	Business Research Methods	03



The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSBRM402
		Semester IV
iii) Course Title	:	Business Research Methods
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme :SY B.M.S.

Semester: IV

Course : Business Research Methods

Course Code:MSBRM402

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Research methodology
: Basic interest in research.

Course Objectives:

- 1 The course is designed to inculcate the analytical abilities and research skills among the students.
- 2 The course will strengthen decision taking skills of the students based on the research observations and conclusions.
- 3 The students of this course will be active learners & develop awareness of emerging trends in different research techniques.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO BUSINESS RESEARCH METHODS</p> <ul style="list-style-type: none"> • Meaning and objectives of research Types of research– <ul style="list-style-type: none"> a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal • Concepts in Research: Variables, Qualitative and Quantitative Research • Stages in research process. • Characteristics of Good Research • Hypothesis - Meaning, Nature, Significance, Types of Hypothesis, Sources. • Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal. • Sampling– <ul style="list-style-type: none"> meaning of sample and sampling, methods of sampling- <ul style="list-style-type: none"> i) Non Probability Sampling– Convenient, Judgment, Quota, Snow ball ii) Probability– Simple Random, Stratified, Cluster, Multi Stage. 	15
II	<p>DATA COLLECTION AND PROCESSING :</p> <ul style="list-style-type: none"> • Types of data and sources-Primary and Secondary data sources • Methods of collection of primary data • Observation- i) structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets) • Experimental i) Field ii) Laboratory • Interview – i) Personal Interview ii) focused group, iii) in-depth interviews - Method, • Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. • Survey instrument– i) Questionnaire designing. • Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous, iv) Multiple Choice Questions. • Scaling techniques-i) Liker scale, ii) Semantic Differential scal 	15



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III	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) 	15
IV	ADVANCED TECHNIQUES IN REPORT WRITING : <ul style="list-style-type: none"> • Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography • Ethics and research • Objectivity, Confidentiality and anonymity in Research • Plagiarism 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & small research projects & presentation.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length theory Question OR Full Length theory Question	12
Q.3	Full Length theory Question OR Full Length theory Question	12
Q.4	Full Length theory Question OR Full Length theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Demonstrate knowledge of research processes
CO2	Identify, compare, and explain the key elements of research project.
CO3	Make different hypothesis and prove them with research methodology techniques.
CO4	Know importance of research in social sciences.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Research for Marketing Decisions Paul E. Green, Donald S. Tull • Marketing Research- Text and Cases Harper W. Boyd Jr., Ralph Westfall. • Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication • Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill • Marketing research and applied orientation, Naresh K Malhotra, Pearson • Statistics for management, Levin and Reuben, Prentice Hall. • Research Methods for Management: S Shajahan, Jaico Publishing
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

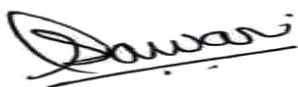
1. Ms. Mayura Ranade: Chairperson, Syllabus Committee
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V. G. Vaze College, Mulund (East), Mumbai
2. Mr. Aditya Davane : Member, Syllabus Committee
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester IV

**COURSE: PRODUCTION AND
TOTAL QUALITY MANAGEMENT**

Course Code	Course Title	Credit
MSPTQ403	Production & Total Quality Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S
ii) Course Code	:	MSPTQ403
		Semester IV
iii) Course Title	:	Production & Total Quality Management
iv) Semester wise Course Contents	:	Copy of the syllabus enclosed
v) References and additional references	:	Enclosed in the syllabus
vi) Credit structure	:	
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	Nil
2 Scheme of Examination	:	<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: IV

Course : Production and
Total Quality Management

Course Code : MSPTQ403

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10		-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites Interest in Production and Quality improvement

Course Objectives:

- 1 To acquaint learners with the basic management decisions with respect to production and quality management
- 2 To make the learners understand the designing aspect of production systems
- 3 To enable the learners apply what they have learnt theoretically.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	PRODUCTION MANAGEMENT <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, and types of layout. • Importance of purchase management. 	15
II	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, MNG. • EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Reorder Level, Safety Stock, and Simple numerical on reorder level. 	15
III	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 	15
IV	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 QUALITY ENGINEERING, ISO 9000, ISO 1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming's Application Prize. 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Presentation, Videos, Case studies



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



The Kelkar Education Trust's
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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



The Kelkar Education Trust's
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Course Outcomes:	
CO1	The student will know the various types of production systems, and various factors of production like development of a product, location of a production plant, layout of a plant and procurement of resources.
CO2	The student will be acquainted with various ways and equipments used to move material and techniques to manage their inventories.
CO3	The student will be familiarized with the concept of Total Quality Management and ways to improve productivity.
CO4	The student will be familiarized with various quality improvement strategies like Lean manufacturing, six sigma etc, and about various certifications and awards in quality and performance excellence.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Production and Operations Management: R.Paneerselvam • Production (Operations) Management: L.C.Jhamb • K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management • Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw-Hill • Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House • Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House • John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann • David J. Sumanth, "Total Productivity Management (TPmgt) : A systematic and quantitative approach to compete in quality, price and time", St. LuciePress
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

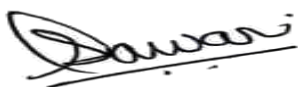
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee,
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2. Ms. Seema Pawar: Member, Syllabus Committee,
HOD – Dept. of SFC,
Assistant Professor
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**The Kelkar Education Trust's
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S

Semester IV

**Course: INFORMATION TECHNOLOGY IN
BUSINESS MANAGEMENT - II**

Course Code	Course Title	Credit
MSIT404	Information Technology in Business Management-II	03



The Kelkar Education Trust's
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1. Syllabus as per **Choice Based Credit System**

- i) Name of the Programme : B.M.S
- ii) Course Code : MSIT404
Semester IV
- iii) Course Title : Information Technology in
Business Management-II
- iv) Semester wise Course Contents : Copy of the syllabus Enclosed
- v) References and additional references : Enclosed in the Syllabus
- vi) Credit structure
- No. of Credits per Semester : 03
- vii) No. of lectures per Unit : 15
- viii) No. of lectures per week : 04
- ix) No. of Tutorial per week : ---
- 2 Scheme of Examination :
- Semester End Exam:60 marks
(5 Questions of 12 marks each)
 - Internal Assessment 40 marks:
 - Class Test 15 marks,
 - Project/ Assignment 15 marks
 - Class Participation: 10 marks
- 3 Special notes, if any : No
- 4 Eligibility, if any : As laid down in the College
Admission brochure/website
- 5 Fee Structure : As per College Fee Structure
specifications
6. Special Ordinances / Resolutions, if
any : No



The Kelkar Education Trust's
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Programme: SY B.M.S

Semester: IV

Course : Information Technology in
 Business Management – II

Course Code : MSIT404

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about computer hardware and software.
: Basic Knowledge of Office Automation Software.

Course Objectives:

- 1 To understand managerial decision-making and to develop perspective of major functional area of MIS.
- 2 To provide understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
- 3 To learn database management system, outsourcing concepts, BPO/KPO industries, their structures , Cloud Computing



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>MANAGEMENT INFORMATION SYSTEM</p> <ul style="list-style-type: none"> • Overview of MIS • Definition, Characteristics, Subsystems of MIS (Activity and Functional subsystems) • Structure of MIS, Reasons for failure of MIS. • Understanding Major Functional Systems: Marketing & Sales Systems, Finance & Accounting Systems, Manufacturing & Production Systems, Human Resource Systems, Inventory Systems • Sub systems, description and organizational levels • Decision support system • Definition, Relationship with MIS. • Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS 	15
II	<p>ERP/E-SCM/E-CRM</p> <ul style="list-style-type: none"> • Concepts of ERP • Architecture of ERP, Generic modules of ERP • Applications of ERP • ERP Implementation concepts ERP lifecycle • Concept of XRP (extended ERP) • Features of commercial ERP software Study of SAP, Oracle Apps, MS Dynamics NAV, PeopleSoft • Concept of e-CRM E-CRM Solutions and its advantages, How technology helps? • CRM Capabilities and customer Life cycle Privacy Issues and CRM • Data Mining and CRM CRM and workflow Automation • Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture • Major Trends in e-SCM • Case studies ERP/SCM/CRM 	15
III	<p>INTRODUCTION TO DATA BASE AND DATA WAREHOUSE</p> <ul style="list-style-type: none"> • Introduction to DBMS Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence. • Data Warehousing and Data Mining Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse, Functions of Data warehouse Data warehouse 	15



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	<p>architecture Business use of data warehouse Standard Reports and queries</p> <ul style="list-style-type: none"> • Data Mining The scope and the techniques used • Business Applications of Data warehousing and Data mining 	
IV	<p>OUTSOURCING</p> <ul style="list-style-type: none"> • Introduction to Outsourcing Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes • Business Process Outsourcing (BPO) Introduction • BPO Vendors How does BPO Work? BPO Service, scope, Benefits of BPO, BPO and IT Services, Project Management approach in BPO, BPO and IT-enabled services • BPO Business Model Strategy for Business Process Outsourcing, Process of BPO, ITO Vs BPO • BPO to KPO Meaning of KPO, KPO vs. BPO KPO : Opportunity and Scope KPO challenges KPO Indian Scenario • Outsourcing in Cloud Environment Cloud computing offerings • Traditional Outsourcing Vs. Cloud Computing 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & presentation



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Apply managerial decision making concepts and understand Management Information System.
CO2	Understand the concept of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation.
CO3	Understand relationship between database management and data warehouse approaches , the requirements and applications of data Warehouse.
CO4	Apply the concepts of business process outsourcing and cloud computing.

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



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Syllabus Prepared by:

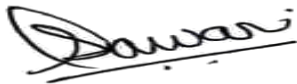
1. Ms. Sunanda Pandita, Chairperson Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai.
2. Ms. Poornima Bangale, Member Syllabus Committee,
HOD - Dept. of IT,
Assistant Professor,
V. G. Vaze College, Mulund (East), Mumbai.
3. Ms. Priyanka Aggarwal, Member Syllabus Committee
Visiting Faculty



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V. G. Vaze College of Arts, Science and Commerce
(Autonomous)**

The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
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Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



**Ms. Seema Pawar
Chairperson
BOS (BMS)
Date – 19th Aug. 2020**



**Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)
Date - 19th Aug. 2020**



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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester IV

**Course: FOUNDATION COURSE – IV
(Ethics & Governance)**

Course Code	Course Title	Credit
MSFC405	Foundation Course – IV (Ethics & Governance)	02



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSFC405
		Semester IV
iii) Course Title	:	Foundation Course – IV (Ethics & Governance)
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	02
vii) No. of lectures per Unit	:	11, 12, 12, 10
viii) No. of lectures per week	:	03
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: IV

Course :Foundation Course – IV
 (Ethics & Governance)

Course Code :MSFC405

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
3	-	-	2	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about what is Ethics.
 : Basic understanding of management functions.

Course Objectives:	
1	To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country
2	To learn the applicability of ethics in functional areas like marketing, finance and human resource management
3	To understand the emerging need and growing importance of good governance and CSR by organisations
4	To study the ethical business practices, CSR and Corporate Governance practiced by various organisations



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	INTRODUCTION TO ETHICS AND BUSINESS ETHICS <ul style="list-style-type: none"> • 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 • Ethical Performance in Businesses in India 	11
II	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: Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organized 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 	12
III	CORPORATE GOVERNANCE <ul style="list-style-type: none"> • Concept, 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 	12
IV	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 	10



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	<ul style="list-style-type: none">• Ethical Issues in International Business Practices• Recent Guidelines in CSR• Society's Changing Expectations of Business With Respect to Globalisation• Future of CSR	
Total No. of Lectures		45

Beyond the Syllabus

Presentations, Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
Note: Theory question of 12 marks may be divided into two sub questions of 6/6.		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Know difference between ethics and morals
CO2	Knowledge of business ethics
CO3	What is corporate governance
CO4	Knowledge about CSR

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2ndEdition • C. Fernando, Business Ethics – An Indian Perspective, Pearson,2010 • Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2ndEdition • Richard T DeGeorge, Business Ethics, Pearson, 7thEdition • Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House,2008 • S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill,2010 • Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions,1998
<u>E-Resources</u> Webliography:	



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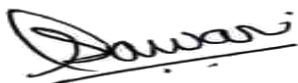
Syllabus Prepared by:
1. Mr. Krishanan S. : Chairperson, Syllabus Committee Visiting Faculty
2. Mr. Aditya Davane: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V. G. Vaze College, Mulund (East), Mumbai
3. Ms. Shilpa Kulkarni: Member, Syllabus Committee Visiting Faculty



**The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester IV

Course: INTERGRATED MARKETING COMMUNICATION

Course Code	Course Title	Credit
MSIMC406	Integrated Marketing Communication	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSIMC406
		Semester IV
iii) Course Title	:	Integrated Marketing Communication
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: IV

Course :Integrated Marketing Communication

Course Code :MSIMC406

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Communication and Marketing.
: Basic interest in Communication.

Course Objectives:

- 1** To understand the various tools of IMC and the importance of co-coordinating them for an effective marketing communication program.
- 2** 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.
- 3** To give information about recent trends in communication.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION</p> <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 • Traditional and alternative Response Hierarchy Models • Establishing objectives and Budgeting: Determining Promotional Objectives, Problems in setting objectives, setting objectives for the IMC Program. 	15
II	<p>ELEMENTS OF IMC – I</p> <ul style="list-style-type: none"> • Advertising – Features, Role of Advertising in IMC, Types of Advertising, Types of Media used for advertising, emerging media options. • 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. • Use Case Study approach 	15
III	<p>ELEMENTS OF IMC – II</p> <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 • Use Case Study approach 	15
IV	<p>EVALUATION & ETHICS IN MARKETING COMMUNICATION</p> <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 	15



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	codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests <ul style="list-style-type: none">• Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, 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.	
Total No. of Lectures		60

Beyond the Syllabus

Presentation, Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
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Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Introduction to IMC
CO2	Get introduced to various IMC Tool
CO3	Ethics in communication
CO4	Recent trends in communication

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010 • Clow, Kenneth E ; Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014 • Duncan, Tom, “Principles of Advertising and IMC”, Tata Mcgraw Hill Pub 2006 • Shah, Kruti ; D’Souza, Allan, “Advertising and IMC”, Tata Mcgraw Hill 2014 • Shimp, Terence, “Advertising and promotion :An IMC Approach”, engage Learning 2007 • Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press, 2016 • Gopala krishnan, P S , “Integrated Marketing Communication: Concepts and Cases ” ,ICFAI University Press, 2008
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

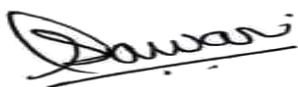
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai
2. Mr. Aditya Davane: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai
3. Ms. Shilpa Kulkarni: Member, Syllabus Committee
Visiting Faculty



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Chairperson
BOS (BMS)
Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)
Date - 19th Aug. 2020



**The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
(Autonomous)**



**The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
(Autonomous)**

Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester IV

Course: RURAL MARKETING

Course Code	Course Title	Credit
MSRMK407	Rural Marketing	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSRMK407
		Semester IV
iii) Course Title	:	Rural Marketing
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: IV

Course :Rural Marketing

Course Code:MSRMK407

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Rural market.
: Basic interest in Marketing.

Course Objectives:

- 1 The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumers and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.
- 2 To give information about recent trends in Rural Marketing.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>INTRODUCTION</p> <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). • NABARD, NAFED • Emerging Profile of Rural Markets in India, • Problems of rural market. • Constraints in Rural Marketing and Strategies to overcome constraints 	15
II	<p>RURAL MARKET</p> <ul style="list-style-type: none"> • Rural Consumer Vs Urban Consumers– a comparison. • Characteristics of Rural Consumers. • Rural Market Environment: • Demographics– <ul style="list-style-type: none"> a) 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 (current scenario) • Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer • Behaviour - Social factors, Cultural factors, Technological factors, Lifestyle, Personality.(refer to change in the market scenario) 	15
III	<p>RURAL MARKETING MIX</p> <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 Labeling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies & objectives • Promotional Strategies. Segmentation, Targeting, Positioning and differentiation for rural market. • Use case study approach 	15
IV	<p>RURAL MARKETING STRATEGIES</p> <ul style="list-style-type: none"> • Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co- operative society, Regulated Market, APMC, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural 	15



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	markets (Case study based) <ul style="list-style-type: none">• Communication Strategy. 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	
Total No. of Lectures		60

Beyond the Syllabus

Presentation, Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Introduction to Rural Marketing.
CO2	Get introduced to various Rural Marketing.
CO3	Ethics in Rural Marketing.
CO4	Recent trends in Rural Marketing.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none">• Badi & Badi : Rural Marketing• Mamoria, C.B. & Badri Vishal : Agriculture problems in India• Arora, R.C. : Integrated Rural Development• Rajgopal : Managing Rural Business• Gopaldaswamy, T.P. : Rural Marketing
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

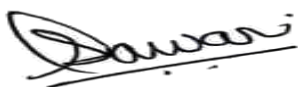
1. Ms. Amruta Khanolkar: Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai
2. Mr. Aditya Davane: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC,
V. G. Vaze College, Mulund (East), Mumbai
3. Ms. Shilpa Kulkarni: Member, Syllabus Committee
Visiting Faculty



The Kelkar Education Trust's
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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester IV

Course: Training & Development in HRM

Course Code	Course Title	Credit
MSTD408	Training & Development in HRM	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSTD408
		Semester IV
iii) Course Title	:	Training & Development in HRM
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks:<ul style="list-style-type: none">-Test 15 marks,-Project/ Assignment 15 marks-Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



The Kelkar Education Trust's
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Programme: SY B.M.S.

Semester: IV

Course : Training & Development in HRM

Course Code : MSTD408

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge of principles of management.
: Basic interesting HR functions.

Course Objectives:

- 1 This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations.
- 2 Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour.
- 3 All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them.
- 4 This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	OVERVIEW OF TRAINING <ul style="list-style-type: none"> • Overview of training– concept, scope, importance, objectives, features, need and assessment of training. • Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, and Organisation Analysis), Types– On the Job &Off the Job Method. • Assessment of Training Needs, Methods & Process of Needs Assessment. • Criteria & designing-Implementation– an effective training program.. 	15
II	OVERVIEW OF DEVELOPMENT <ul style="list-style-type: none"> • Overview of development– concept, scope, importance & need and features, Human Performance Improvement • Counseling techniques with reference to development employees, society and organization. • Career development– Career development cycle, model for planned self development, succession planning. 	15
III	CONCEPT OF MANAGEMENT DEVELOPMENT <ul style="list-style-type: none"> • Concept of Management Development. • Process of MDP. • Programs & methods, importance, evaluating a MDP. 	15
IV	PERFORMANCE MEASUREMENT, TALENT MANAGEMENT AND KNOWLEDGE MANAGEMENT <ul style="list-style-type: none"> • Performance measurements– Appraisals, pitfalls & ethics of appraisal. • Talent management- Introduction, Measuring, Talent Management, Integration & future of TM, • Global TM & Knowledge management overview -Introduction: History, Concepts, • Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management ,Knowledge Management: What Is and What Is Not?, Three stages of KM, KM • Life Cycle 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions , mock sessions, presentation, class activities.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (5 Marks each) (Unit based theoretical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Theory Question OR Full Length Theory Question	12
Q.3	Full Length Theory Question OR Full Length Theory Question	12
Q.4	Full Length Theory Question OR Full Length Theory Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Learner will understand importance of training, types of training, assessment of training needs and criteria of designing training program.
CO2	Learner will understand development process, method of counseling and career development cycle.
CO3	Method of development, program and techniques of Management development program.
CO4	Student will understand importance of performance appraisal, talent management and how knowledge management is utilised in organisation.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco. • Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York • Employee Training And Development - Raymond Noe • Every Trainers Handbook- Devendra Agochia • 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma • Training and Development- S.K. Bhatia.
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

1. Ms. Seema Pawar: Chairperson, Syllabus Committee
HOD - Dept. of SFC
Assistant Professor,
V. G. Vaze College, Mulund (East), Mumbai

2. Ms. Khursheed Shaikh: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC
V. G. Vaze College, Mulund (East), Mumbai

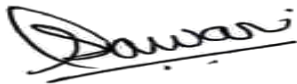
3. Ms. Arati Shah: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC
V. G. Vaze College, Mulund (East), Mumbai



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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester IV

Course: CHANGE MANAGEMENT

Course Code	Course Title	Credit
MSCM409	Change Management	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSCM409
		Semester IV
iii) Course Title	:	Change Management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: IV

Course : Change Management

Course Code :MSCM409

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge on Change Management
: Basic knowledge awareness of resistance to change

Course Objectives:

- 1 The objective of this paper is to prepare students as organizational change Facilitators using the knowledge and techniques of behavioural science.
- 2 To develop the awareness of emerging trends to support management by team building.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	INTRODUCTION <ul style="list-style-type: none"> • Introduction & levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational. • Organizational culture & change. • Types & Models of change –Kurt Lewin's change model, Action research, Expanded Process Model., A.J. Leavitt's model. 	15
II	IMPACT OF CHANGE <ul style="list-style-type: none"> • Change & its implementation.– individual change: concept, need, importance& risk of not having individual perspective • Team Change –concept, need, importance & limitation • Change & its impact – Resistance to change & sources-sources of individual • resistance, sources of organizational resistance 	15
III	RESISTANCE TO CHANGE <ul style="list-style-type: none"> • Overcoming Resistance to change – Manifestations of resistance, Six box model • Minimizing RTC. • OD Interventions to overcome change - meaning and importance, Team intervention, Role analysis Technique, Coaching &mentoring, T-group, Job expectations technique, Behaviour modification, and managing role stress. 	15
IV	EFFECTIVE IMPLEMENTATION OF CHANGE <ul style="list-style-type: none"> • Effective implementation of change–change agents and effective change programs. • Systematic approach to change, client & consultant relationship • Classic skills for leaders • Case study on smart change leaders, caselets on Action research. 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions &Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Answer Any Two of the Three. (05 Marks each) (Unit based theory questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
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	TOTAL MARKS	60
<p>Note:</p> <p>Theory question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Students enhance the knowledge of organization change, and different forces of change. Resistance to change, building support for change, methods to implement to change.
CO2	Students can get the knowledge of resistance to change by individual and employees. ,building support for change, methods to implement to change.
CO3	The students develop the awareness of emerging trends to support management by team building.
CO4	The students can learn effective implantation of change.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Organisational Development by French and Bell • An experiential approach to O.D. by Harvey and Brown • Consultants and Consulting Styles by Dharani Sinha P. • Kavita Singh- Organization change • S.K. Bhatia- Organisational Change- • K.Ashwathapa- Management & OB, HRM. • Radha Sharma- Training & Development.
<u>E-Resources</u> Webliography:	



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Syllabus Prepared by:

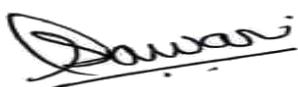
1. Ms. Khursheed Shaikh: Chairperson, Syllabus Committee
Assistant Professor
Dept. of SFC
V. G. Vaze College, Mulund (East), Mumbai
2. Ms. Seema Pawar: Member, Syllabus Committee
HOD – Dept. of SFC
Assistant Professor,
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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester IV

Course: STRATEGIC COST MANAGEMENT

Course Code	Course Title	Credit
MSSCM410	Strategic Cost Management	03



The Kelkar Education Trust's
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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSSCM410
		Semester IV
iii) Course Title	:	Strategic Cost Management
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12 marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: IV

Course : Strategic Cost Management

Course Code : MSSCM410

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about Cost Accounting
: Basic interest in Costing.

Course Objectives:

- 1 Learners should develop skills of analysis, evaluation and synthesis in cost and management accounting
- 2 The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place.



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	INTRODUCTION TO STRATEGIC COST MANAGEMENT (Only Theory) 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)	15
II	ACTIVITY BASED COSTING 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)	15
III	STRATEGIC COST MANAGEMENT PERFORMANCE ASSESSMENT (Only theory) 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	15
IV	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 	15
Total No. of Lectures		60

Beyond the Syllabus

Group Discussions & Book Review.



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Internal Assessment		
Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Solve Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: 2 Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
Q.1	Objective Questions A. Sub Questions to be asked 8 and to be answered any 06 B. Sub Questions to be asked 8 and to be answered any 06 (Multiple choice / True or False / Match the columns/Fill in the blanks)	12
Q.2	Full Length Practical Question OR Full Length Practical Question	12
Q.3	Full Length Practical Question OR Full Length Practical Question	12
Q.4	Full Length Practical Question OR Full Length Practical Question	12
Q.5	A. Theory questions (6 Marks) B. Theory questions (6 Marks) OR C. Short Notes (4 Marks Each) To be asked 05 To be answered 03	12
	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Understand strategic cost management
CO2	Learn ABC, transfer pricing system and make managerial decisions
CO3	Compare standard and actual cost
CO4	Make strategic assessment of cost & managerial performance

Recommended Resources

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

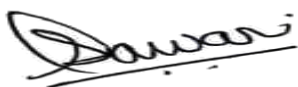
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Syllabus Prepared by:	
1	Mr. Rajesh Mane: Chairperson, Syllabus Committee Assistant Professor, Dept. of SFC, V. G. Vaze College, Mulund (East), Mumbai
2.	Ms. Niti Shirke: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V. G. Vaze College, Mulund (East), Mumbai
3.	Mr. Ambadas S. Shinge: Member, Syllabus Committee Assistant Professor, Dept. of SFC, V. G. Vaze College, Mulund (East), Mumbai

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The Final Syllabus which has been approved by the following BOS Members

Ms. Seema Pawar	: HOD (Bachelor of Management Studies)
Ms. Khursheed Shaikh	: Member – Faculty
Ms. Amruta Khanolkar	: Member – Faculty
Ms. Arati Shah	: Member – Faculty
Mr. Rajesh Mane	: Member – Faculty
Mr. Aditya Davane	: Member – Faculty
Mr. S. Krishnan	: Member – Faculty
Mr. Deepak Ukidave	: Member – Faculty
Ms. Shilpa Kulkarni	: Member – Faculty
Ms. Rupali Kotkar	: Member – Faculty
Dr. Arpita Srivastav	: Subject Expert from NMIMS University
Dr. Shobha Samir Dedhia	: Subject Expert from SNDT University
Ms. Nadar Kalaiselvi Suresh	: Vice Chancellor Nominee
Mr. Venkat Ramana	: Industry / Corporate Sector
Mr. Venil Uday Nagda	: Meritorious Alumni
Ms. Vijayalakshmi Kannan	: Expert from PTVA's Mulund College of Commerce, Mulund
Ms. Sunanda Pandita	: Other Member form Staff



Ms. Seema Pawar
Chairperson
BOS (BMS)
Date – 19th Aug. 2020



Ms. Nadar Kalaiselvi Suresh
Vice Chancellor Nominee
BOS (BMS)
Date - 19th Aug. 2020



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Syllabus for **SY B.M.S.**

(June 2020 Onwards)

Program: B.M.S.

Semester IV

Course: **CORPORATE RESTRUCTURING**

Course Code	Course Title	Credit
MSCR411	Corporate Restructuring	03



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1. Syllabus as per **Choice Based Credit System**

i) Name of the Programme	:	B.M.S.
ii) Course Code	:	MSCR411
		Semester IV
iii) Course Title		Corporate Restructuring
iv) Semester wise Course Contents	:	Copy of the syllabus Enclosed
v) References and additional references	:	Enclosed in the Syllabus
vi) Credit structure		
No. of Credits per Semester	:	03
vii) No. of lectures per Unit	:	15
viii) No. of lectures per week	:	04
ix) No. of Tutorial per week	:	---
		<ul style="list-style-type: none">• Semester End Exam:60 marks (5 Questions of 12marks each)• Internal Assessment 40 marks: -Test 15 marks, -Project/ Assignment 15 marks -Class Participation: 10 marks
2 Scheme of Examination	:	
3 Special notes, if any	:	No
4 Eligibility, if any	:	As laid down in the College Admission brochure/website
5 Fee Structure	:	As per College Fee Structure specifications
6. Special Ordinances / Resolutions, if any	:	No



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Programme: SY B.M.S.

Semester: IV

Course: Corporate Restructuring

Course Code : MSCR411

Teaching Scheme (Hrs/Week)				Continuous Internal Assessment (CIA) 40 marks					End Semester Examination	Total
L	T	P	C	CIA-1	CIA-2	CIA-3	CIA-4	Lab	Written	
4	-	-	3	15	15	10	-	-	60	100
Max. Time, End Semester Exam (Theory) -2Hrs.										

Prerequisites : Basic knowledge about concepts of accounts.
: Basic interest in Accountancy.

Course Objectives:

- 1 To impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
- 2 The subject covers the complex facts of corporate restructuring process.
- 3 To impart knowledge relating to mergers and acquisition



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<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	<p>CORPORATE RESTRUCTURING – INTRODUCTION AND CONCEPTS (only theory)</p> <ul style="list-style-type: none"> • Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring. • Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies. • Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale 	15
II	<p>ACCOUNTING OF INTERNAL RECONSTRUCTION (Practical and theory)</p> <ul style="list-style-type: none"> • Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions • Methods including alteration of share capital, variation of shareholder rights, subdivision, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same. 	15
III	<p>ACCOUNTING OF EXTERNAL RECONSTRUCTION (Amalgamation/ Mergers/ Takeovers and Absorption) (Practical and theory)</p> <ul style="list-style-type: none"> • In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively • Computation and meaning of purchase consideration and Problems based on purchase method of accounting only 	15
IV	<p>Impact of Reorganization on the Company - An Introduction(only theory)</p> <ul style="list-style-type: none"> • Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People • Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts. • Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects. 	15
Total No. of Lectures		60



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Beyond the Syllabus

Group Discussions ,Book Review, Presentation

Internal Assessment

Sr. No.	Description	Marks
I	Class Test	15
	Q.1 Objectives. (1 Mark each) (Fill in the blanks / True or False / Match the Following)	
	Q.2 Solve Any One of the Two. (10 Marks each) (Unit based practical questions)	
II	Project / Assignment	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40



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External Assessment		
<ul style="list-style-type: none"> • Maximum Marks: 60 • Questions to be set: 05 • Duration: two Hrs. • All Questions are Compulsory Carrying 12 Marks each. 		
Q. No.	Description	Marks
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	TOTAL MARKS	60
<p>Note:</p> <p>Practical question of 12 marks may be divided into two sub questions of 6/6.</p>		



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	Know about various forms of restructuring.
CO2	Know about practical and theoretical aspects of internal reconstruction.
CO3	Understand the concepts of external reconstruction.
CO4	Understand theoretical aspect of impact of reorganization on company.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Ramanujam : Mergers et al, LexisNexis Butter worth's Wadhwa Nagpur • Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PH • Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi • Advanced accountancy R.L. Gupta and M. Radhaswamy S. Chand and Co. (P) Ltd., New Delhi
<u>E-Resources</u>	-
Webliography:	-



The Kelkar Education Trust's
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Syllabus Prepared by:

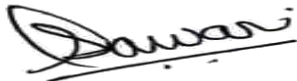
1. Ms. Laveleen Kaur Narang, Chairperson, Syllabus Committee
Assistant Professor,
Dept. of SFC
V. G. Vaze College, Mulund (East), Mumbai
2. Ms. Niti Shirke: Member, Syllabus Committee
Assistant Professor,
Dept. of SFC
V. G. Vaze College, Mulund (East), Mumbai
3. Mr. Rajesh Mane, Member, Syllabus Committee
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--THE END--

