

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



Revised Syllabus as per
NEP 2020 Guidelines and
Question Paper Pattern of Courses of

**BACHELOR OF
MANAGEMENT STUDIES
(B. M. S.) PROGRAMME
FIRST YEAR
*SEMESTER I AND II***

Under Choice Based Credit System,
Grading and Semester System
(To be implemented from
Academic Year 2025-2026)
Board of Studies

PROGRAM OUTCOMES

PO1: Comprehensive training in contemporary management practices.

PO2: Making competitive candidates for managerial roles.

PO3: Gain the confidence to navigate the challenges of the competitive business world.



Semester I



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B. M. S. Semester I		
Course Code	Full Name of Course (With Paper)	Credit Points
	Major Course (Major)	
VMPM100	Principles of Management	4
VMBE101	Business Ethics	2
	Minor Course (Minor)	
	NA	
	Open Elective (OE) (Any One)	4
VFRF126	Regulatory Framework of Business	
	Vocational & Skill Enhancement Course (VSEC)	
	<u>Vocational Skill Course (VSC)</u>	
VMBA102	Business Accounting	2
	<u>Skill Enhancement Course (SEC)</u>	
VMIT103	Information Technology in Management Studies – I	2
	Ability Enhancement Course (AEC)	
VFBC130	Business Communication – I	2
	Value Education Course (VEC)	
VFBD137	Business Demography & Environmental Studies	2
	Indian Knowledge System (IKS)	
VFAI142	Ancient Indian Culture	2
	Co-curricular Course (CC)	2
VCE143	Community Engagement Activities	
VCA142	Cultural Activities	
VNS144	National Service Scheme (NSS)	
VSA145	Sports Activities	
VYG146	Yoga	
VKB147	Rhythmic Narratives: History & Foundation of Kathak and Bollywood Dance	
VSS148	Sangeet Sadhna-I	
	Total	22



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FY Bachelor of Management Studies (B.M.S.)		Semester I	
Course Name: Principles of Management		Course Code: VMPM100	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	The students will get knowledge on basic concepts of management and different theories.
2	Enhance the students to implement different decision-making skills in management functions.
3	The students will be active learners and develop awareness of emerging trends in management.

Unit	Content	No. of Lectures
1	Nature of management: Management Concept, Significance, roles and skills, Levels of Management, Concept of PODSCORB, Managerial Roles (Mintzberg) Managerial Grid Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Elton Mayo, Contingency Approach, Contemporary issue in Management.	15
	Planning and Decision making	
2	Planning: Meaning, Importance, Elements, Single Use Planning and Standing Planning, Process / steps of planning, Benefits and Limitations of Planning. Decision Making: Meaning, Importance, Process, Techniques of Decision Making, Decision making is the primary task of Manager, Guidelines for effective decision making, difficulties in effective decision making.	15
	Organizing:	
3	Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations. Departmentation: Meaning, Basis and Significance. Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control, Centralization vs. Decentralization. Delegation: Authority & Responsibility relationship.	15
	Directing, Leadership, Coordination and Controlling	



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4	Directing: Meaning and Process, Leadership: Meaning, Styles, and Qualities of Good Leader, Coordination: Coordination as an essence of Management .Controlling: Meaning, Process and Techniques.	15
TOTAL		60

Course Outcomes:		
CO1	Understanding of management and basic knowledge of management theories and practices.	L1, L3 and L4
CO2	Apply management theories and solve organizational problem.	L1, L3 and L4
CO3	Demonstrate effective communication team-work skills in a management context.	L1, L3 and L4
CO4	Evaluate the impact of management decision on organizational performance.	L1, L3 and L4

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> Principles of Management, Ramasamy, Himalaya Publication, Mumbai. Principles of Management, Tripathi Reddy, Tata Mc Grew Hill Management Text & Cases, VSP Rao, Excel Books, Delhi. Management Concepts and OB, P S Rao & N V Shah, Ajab Pustakalaya. Essentials of Management, Koontz II & W, Mc. Grew Hill, New York. Principles of Management-Text and Cases – Dr. M. Sakthivel Murugan, New Age Publications.
<u>E-Resources</u>	
Webliography:	



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FY Bachelors of Management Studies (B.M.S)		Semester I	
Course Name: Business Ethics		Course Code: VMBE101	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To understand the basics of Ethics.
2	To understand significance of Business Ethics and Ethical code of conduct which are indispensable for progress of a country
3	To learn the applicability of ethics in functional areas like marketing, finance and human resource management

Unit	Content	No. of Lectures
1	INTRODUCTION TO BUSINESS ETHICS	15
	Definition, Meaning, Nature of Ethics, Meaning of Moral & Ethics.	
	Business Ethics -Meaning and Nature. Importance of Ethics in Business, Areas of Business Ethics, Meaning of Functional Ethics, Types of Ethics According to Functions of Business- Marketing Ethics, Foreign Trade Ethics and Ethics Relating to Copyright.	
	Relevant Case Studies	
2	APPLICATION OF ETHICAL THEORIES IN BUSINESS	15
	Ethical Decision Making: Decision Making (Normal Dilemmas and Problems)	
	Utilitarianism (J. Bentham and J.S. Mill), (Ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Gandhain Approach in Management and Trusteeship, Importance and Relevance of Trusteeship Principle in Modern Business. Ethical Issues in Functional Areas of Business.	
	Ethics in Advertising (Truth in Advertising). Ethical Issues in Finance	
	Relevant Case Studies	
TOTAL		30



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Course Outcomes:		
CO1	The students will understand the basic concepts of business ethics and ethical practices to be adopted by the company.	L1
CO2	They will get introduced to ethical theories and application of those theories in business	L1, L2, L3, L4
CO3	To know and evaluate different unethical practices conducted in functional areas of business.	L1, L2, L3,
CO4	To create ethical code of conduct to avoid unethical practices in business.	L1, L2, L4

Recommended Resources	
Reference Books -	<ul style="list-style-type: none">• Business Ethics, Crane & amp; Matten• The Management and ethics omnibus, Chakraborty, Its only Business, Mitra,• Values and Ethics for Organizations, Chakraborty, OUP/OIP• Perspectives in Business Ethics, Hartman, Chatterjee
<u>E-Resources</u> Webliography:	



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FY Bachelor of Management Studies (B.M.S.)		Semester I	
Course Name: Regulatory Framework of Business		Course Code: VFRF126	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To enable students to understand the meaning of contract, essentials of valid contract and terms associated with contract.
2	To generate awareness about types of goods, conditions and warranties and right of seller and buyer under Sale of Goods Act.
3	To expose students to various Negotiable Instruments and the concept of dishonour of cheque.
4	To enable students to understand their Rights as consumer and redressal forums in case of disputes.

Unit	Content	No. of Lectures
1	INDIAN CONTRACT ACT, 1872	20
	a. Nature and Classification of Contract	
	b. Offer and Acceptance, capacity of parties	
	c. Free Consent, Consideration	
	d. Legality of object, Agreement declared void.	
	e. Performance, Discharge of Contract, Remedies for Breach of Contract, Indemnity, Guarantee, Agency.	
2	SALE OF GOODS ACT, 1930	15
	a. Goods and their classification	
	b. Price, Conditions, Warranties	
	c. Transfer of property in goods	
	d. Performance of contract	
	e. Rights of Unpaid seller	
3	NEGOTIABLE INSTRUMENTS ACT, 1881	15
	a. Definition, Features of Negotiable Instruments	
	b. Promissory Notes	
	c. Bills of Exchange	



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	d. Cheque, Holder in due course	
	e. Crossing of cheque, dishonour and discharge of negotiable instruments	
	CONSUMER PROTECTION ACT, 2019	
4	a. Definitions	10
	b. Rights of consumers and Redressal Forum	
	c. Amendments under the Act	
	TOTAL	60

Course Outcomes:

CO1	The students will Understand basic elements of a valid contract and terms associated with the contract and analyse execution and non-execution of the contract under certain circumstance.	L1, L2, L3, L4
CO2	They will know about sale and purchase of movable goods, types of goods and consequences if the deal of goods fail.	L1, L2, L3, L4
CO3	Will gain the knowledge of Negotiable instruments and legal action that can be taken against dishonour of those instruments.	L1, L2, L3, L4
CO4	The students will understand rights and duties of a consumer and redressal procedure to an aggrieved consumer to get them repressed with the appropriate forum.	L1, L2, L3, L4

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Indian Contract Act, Sales of Goods Act and Partnership Act by T.R. Desai, Sarkar and Sons Pvt. Ltd., Kolkata • The Negotiable Instrument Act by J.S. Khergamwala, N.M. Tripathi Pvt. L.td., Mumbai • The Principles of Mercantile Law by Avtar Singh, (East)ern Book Company, Lucknow • Business Law by M.C. Kuchal, Vikas Publishing House, New Delhi • Business Law by N.D. Kapoor, Sultan Chand and Sons, New Delhi • Business Law by P.R. Chandha, Galotia, Dew Delhi
<u>E-Resources</u>	
Webliography:	



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FY Bachelor of Management Studies (B.M.S.)		Semester I	
Course Name: Business Accounting		Course Code: VMBA102	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	This course will enable the students to combine practical & theoretical knowledge of financial accounting.
2	The course will provide decision making skills to the students in the financial analysis context.
3	The students of this course will be active learners & develop awareness of emerging trends in financial accounting.

Unit	Content	No. of Lectures
1	INTRODUCTION TO ACCOUNTING	10
	a. Meaning and Scope of Accounting: Need and development, definition: Book- Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting	
	b. Accounting principles: Introductions to Concepts and conventions	
	c. Introduction to Accounting Standards: Meaning and Scope) <ul style="list-style-type: none"> • AS 1: Disclosure to Accounting Policies • AS 6: Depreciation Accounting • AS 10: Accounting for Fixed Assets 	
2	ACCOUNTING TRANSACTIONS	10
	a. Accounting cycle, Journal, Journal proper	
	b. Ledger Trial Balance: Rules regarding posting	
3	FINAL ACCOUNTS	10
	a. Introduction to Final Accounts of a Manufacturing Concern	
	b. Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet	
TOTAL		30



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Course Outcomes:		
CO1	To equip the learner with fundamental concepts of Book Keeping & Accountancy and impart the knowledge about basic terminologies, concepts of accounting & applicability of several accounting standards.	L1
CO2	Students will be able to fathom the techniques of recording, posting, casting & balancing the different types of business transactions based on golden rules of accounting.	L1, L2, L3, L4
CO3	Learners will be able to discern the cost of goods manufactured during the financial year and to enumerate the amount of any profit or loss occurred during the manufacturing process.	L1, L2, L3, L4
CO4	Learner will be able to understand the practical approach of accounting.	L1, L2, L3, L4

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> ● Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books ● Fundamental of Accounting and Financial Analysis: By Anil Choudhary (Pearson education) ● Indian Accounting Standards and IFRS for non-financial executives: By T.P. Ghosh– Taxman ● Financial Accounting for Business Managers: By Ashish K. Bhattacharya. ● Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi ● Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi ● Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi ● Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai ● Financial Accounting by Lesile Chandwichk, Pentice Hall of India Adin Bakley (P) Ltd., New Delhi ● Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai ● Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi ● Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc ● Financial Accounting by Monga, J.R. Ahuja, Girish Ahuja and Ashok Shehgal, Mayur Paper Back, Noida



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	<ul style="list-style-type: none">● Compendium of Statement and Standard of Accounting, ICAI● Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai● Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai● Company Accounting Standards by Shrinivasan Anand, Taxman, New Delhi● Financial Accounting by V. Rajasekaran, Pearson Publications, New Delhi● Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi● Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delh● Financial Accounting a Managerial Perspective, Varadraj B. Bapat, Mehul Raithatha, Tata McGraw Hill Education Pvt. Ltd., New Delhi
<u>E-Resources</u>	
Webliography:	



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FY Bachelor of Management Studies (B.M.S.)		Semester I	
Course Name: Information Technology in Management Studies – I		Course Code: VMIT103	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	● External Assessment	2	60
	● Internal Assessment	-	40

Course Objectives:

1	Use of MS Office (MS Word, MS Excel, MS PowerPoint) to provide understanding of office automation. It is expected to demonstrate use of MS OFFICE Features. Understanding different functions of EXCEL
2	To recognize the application of web-based technologies. To understand basic concepts of Email, Internet and websites, domains, and security therein
3	To differentiate different network and its type. To understand real use of Internet, network and Technology

Unit	Content	No. of Lectures
	OFFICE PRODUCTIVITY TOOLS	
1	<ul style="list-style-type: none"> ● MS Word: Creating, Editing, Formatting and Printing of Documents, Creating PDF, Using Tools, Mail merge and Print Review and Set-up. ● MS Excel: Creating Worksheet, Creating Various Formulae (Round, PMT, PV, FV, if, sum, sumif, count, countif) Creating Charts, Rename and Copy of Worksheets, Goal seek, consolidation ● Power Point: Create Project Report, Create Slides, Animation, transition, Page Designing, Insert Image, View Page, and Print Review ● Use of Tools in Accounting: – Preparation of vouchers, invoices and reports, Calculation of Interest, Depreciation, TDS, Salary, Taxes, inventory and reconciliation 	10
	WEB SPACE	
2	<ul style="list-style-type: none"> ● Terminology – web, web server, web site, web page, protocols (HTTP, FTP, HTTPS, TCP/IP, SMTP), www, portal, IP address, URL, hosting a website, domain name, Search Engine 	10



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	<ul style="list-style-type: none"> Email ID, Sending Data through email, Email components (subject, Receiver -To, CC, BCC, Message) 	
	<ul style="list-style-type: none"> Working of Search Engine, How to Rank website (Organic Search and Paid Search), Search Engine Optimization (White HAT SEO, Black Hat SEO) , SEOstrategies (On Page SEO, OFF page SEO, Technical SEO) 	
	INTRODUCTION TO INTERNET AND OTHER EMERGING TECHNOLOGIES	
3	<ul style="list-style-type: none"> Introduction – Network components (Server, Client, protocols, Network Interface card, routers, switches), Types of Networks (Peer to peer, server Client), Internet, Intranet, Extranet 	10
	<ul style="list-style-type: none"> Network emerging technologies (IOT, Cloud networking, AI, Machine learning, edge computing) 	
	<ul style="list-style-type: none"> Features of AI (deep learning, natural language processor, chatbot, perception, facial recognition, imitate human cognition) 	
	TOTAL	30

Course Outcomes:

CO1	Recognize when to use each of the Microsoft Office Programs to create professional and academic documents. Enables learners to perform calculations, auto filling of formulae and format rows and columns.
CO2	Recognize different terms used in WEB world. Understand different technique to upgrade website and its traffic
CO3	Understands new trend / technology in IT world. Understand Networking , IOT and AI

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
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	❖ Electronic Commerce - Technologies & Applications. Bharat, Bhaskar
<u>E-Resources</u> Webliography:	❖ (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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FY Bachelor of Management Studies (B.M.S.)		Semester I	
Course Name: Business Communication - I		Course Code: VFBC130	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	1	30
	• Internal Assessment	-	20

Course Objectives:

1	To develop awareness of the communication process among the learners.
2	To make the learners master various aspects of business communication such as effective listening, official correspondences etc.
3	To develop effective spoken skills so as to enable students to express confidently interpersonally as well as in large groups.
4	To develop effective writing skills so as to enable students to write in clear, concise, persuasive and audience-centred ways.

Unit	Content	No. of Lectures
1	Theory of Communication 1	10
	A. Concept of Communication: Models of Communication – Linear / Interactive / Transactional / Shannon and Weaver (To be only discussed in class) Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world	
	B. Impact of Technology Enabled Communication: Types – Internet, Blogs, E-Mail, Moodle, social media (Facebook, Twitter & WhatsApp: Advantages & Disadvantages)	
	C. Communication at Workplace: Channels – Formal and Informal; Vertical, Horizontal, Diagonal; Grapevine, Methods – Verbal and Non-Verbal (including Visual), Business Etiquettes	
	Theory of Communication 2	
	D. Barriers to Communication: Physical, Semantic / Language, Socio-Cultural, Psychological; Ways to Overcome Barriers to Communication	
	E. Listening: Importance of Listening Skills, Obstacles to Listening, Cultivating good Listening Skills	
2	BUSINESS CORRESPONDENCE	10



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	A. Theory of Business Letter Writing: Parts, Structure, Layouts - Full Block, Principles of Effective Letter Writing, Principles of effective E-mail Writing	
	B. Personal Correspondence: Letter of Recommendation, Job Application Letter and Resume, Letter of Appointment (To be only discussed in class), Letter of Acceptance of Job Offer, Letter of Appreciation, Letter of Resignation.	
	LANGUAGE AND WRITING SKILLS	
	A. Commercial Terms used in Business Communication (to be only discussed)	
	B. Paragraph Writing: Developing an idea, using appropriate linking devices, etc.; Cohesion and Coherence, etc.	10
	Total	30

Course Outcomes:

CO1	Students will understand communication complexities and the role of culture, background and attitudes and they will be able to apply listening and communication strategies in personal, professional and global context using appropriate channels.	L1, L3 And L4
CO2	Students will develop effective business writing skills and they will be able to use block format, commercial terms and paragraph structure to draft clear professional business messages.	L1, L3 And L4

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> ● Bangh, L. Sue, Fryar, Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group. ● Krevolin, Nathan (1983) Communication Systems and Procedures for Modern Office, Prentice Hall. ● Majumdar, P.K. (1992) Commentary on the Consumer Protection Act, Prentice. ● Ashley, A (1992) A Handbook of Commercial Correspondence, Oxford University Press. ● Aswalthapa, K (1991) Organisational Behavior Sour, Himalaya Publication. ● Balan, K.R. and Rayudu C.S. (1996) Effective Communication, Beacon. ● Barkar, Alan (1993) Making Meetings Work, Sterling Publications Pvt. Ltd. ● Basu, C.R. (1998) Business Organisation and Management, T.M.H. ● Benjamin, James (1993) Business and Professional Communication Concepts and Practices, HarperCollins College Publishers. ● Black, Sam (1972) Practical Public Relations, E.L.B.S. ● Bovee Courtland, L and Thill, John V (1989) Business Communication Today. McGraw Hill, New York, Taxman Publication. ● Burton, G and Thakur, (1995) Management Today – Principles and Practices. T.M.H.
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	<ul style="list-style-type: none"> ● Darrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, the Dartwell Co., Chicago. ● Drucher, P.F. (1970) Technology, Management and Society, Pan Books. ● Ecouse Barry, (1999), Competitive Communication: A Rhetoric for Modern Business, OUP. ● Eyre, E.C. (1985) Effective Communication Made Simple, Rupa and Co. ● Fisher Dalmar, (1999), Communication in Organisation, Jaico Publishing House. ● French, Astrid (1993) Interpersonal Skills. Sterling Publishers. ● Garlside, L.E. (1980) Modern Business Correspondence, McDonald and Evans Ltd. ● Ghanekar, (1996) Communication Skills for Effective Management. Everest Publishing House. ● Graves, Harold F. (1965) Report Writing, Prentice Hall. ● Kaul, Asha. (2013) Business Communication, Prentice-Hall. ● Lesikar, Raymond V and Petit, John D. (1994) Business Communication: Theory and Application, Richard D. Irwin Inc. ● Ludlow, Ron. (1995) The Essence of Effective Communication, Prentice. ● Martson, John E. (1963) The Nature of Public Relations, McGraw Hill. ● Merrihue, William (1960) Managing by Communication, McGraw Hill. ● Monippalli, M.M. (1997), The Craft of Business Letter Writing, T.M.H. ● Monippally, Matthukutty M. (2014) Business Communication Strategies. Tata McGraw-Hill Publishing Company Ltd., 2014. ● Murphy, Herta and Hilde Brandt, Herbert W (1984) Effective Business Communication, McGraw Hill. ● Phillip, Louis V. (1975) Organisational Communication – The Effective Management, Columbus Grid Inc. ● Raman, Meenakshi and Sharma, Sangeeta (2004) Technical Communication: Principles and Practice, Oxford University Press. ● Ross, Robert D. (1977) The Management of Public Relations. John Wiley and Sons. ● Stephenson, James (1988) Principles and Practice of Commercial Correspondence. Pilman and Sons Ltd.
<p><u>E-Resources</u></p> <p>Webliography:</p>	<ul style="list-style-type: none"> ● https://www.slideshare.net/iniwannalangniyaakobastabasta/models-of-communication-63235607 ● https://www.slideshare.net/draizelle_sxon/business-letter-12043197



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FY Bachelor of Management Studies (B.M.S.)		Semester I	
Course Name: Business Demography & Environmental Studies		Course Code: VFBD137	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	1	30
	• Internal Assessment	-	20

Course Objectives:

1	To make students understand how demographic factors affect Business decisions.
2	To make students aware about recent trends in Management and Sustainable approach towards Business.
3	To acquaint the students with basic concept, Principles and functions of Management.

Unit	Content	No. of Lectures
1	INTRODUCTION TO BUSINESS ENVIRONMENT	15
	a. Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment.	
	b. Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment.	
	c. Introduction to Micro-Environment: Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society	
	d. Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal.	
2	MACRO ENVIRONMENT	15
	a. Introduction to Business Demography : Meaning of resource, types of resources, Importance of human resource in development and growth of business.	
	b. Political and Legal Institutions: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.	



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	c. Economic environment: economic system and economic policies. Concept of Joint sector Sun-rise sectors of India Economy , Sustainable approaches to business	
	d. International Environment MNC - Definition, meaning, merits, demerits, MNCs in India	
	e. Technological environment: Features, impact of technology on Business (case studies)	
	TOTAL	30

Course Outcomes:		
CO1	Will understand the basic concept of Business Environment Management.	L1
CO2	Students will be aware about the recent trends in Management which in future would be beneficiary for them.	L3
CO3	Students will be aware about recent changes in Sustainable approach towards Business.	L1,L2,L3&L4
CO4	Students will be able to analyse and will be aware about Macro environment concepts in detail.	L1, L3 & L4

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Morrison J, The International Business Environment, Palgrave • Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi • Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi • MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi • Business Environment Raj Aggarwal Excel Books, Delhi • Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi • Business and society – Lokanathan and Lakshmi Rajan, Emerald Publishers. • Economic Environment of Business – M. Adhikary, Sultan Chand & Sons.
<u>E-Resources</u>	
Webliography:	



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FY Bachelor of Management Studies (B.M.S.)		Semester I	
Course Name: Ancient Indian Culture		Course Code: VFAI142	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	1	30
	• Internal Assessment	-	20

Course Objectives:

1	To provide a general introduction to the ancient education system and sensitise the students to the contributions of ancient Indian traditions.
2	The students will be acquainted with Indian classical dance, music forms and temple architecture.
3	The students will be able to comprehend Ayurveda, Yoga, Meditation and Mindfulness for health and wellbeing

Unit	Content	No. of Lectures
1	Ancient Indian Education and Philosophy	10
	A. Introduction to Indian Knowledge System	
	B. Ancient Indian Education System - Gurukul tradition	
	C. Indic scriptures/literature - Vedas, Upanishads, Bhagavat Geeta, Mahabharat	
	D. Indic religions - Hinduism, Buddhism, Jainism, Sikhism	
2	Performing and Visual Arts in Ancient India	10
	A. Indian Classical Dance	
	B. Indian Music	
	C. Temple Architecture	
3	Medicine and Holistic Health in Ancient India	10
	A. Fundamentals of ancient medicine - Ayurveda	
	B. Fundamentals of Yoga and Stress Management	
	Total	30

Course Outcomes:

CO1	Students will be able to explain the ancient Indian education system and its significance.	L1, L3. And L4
CO2	Students will apply the synthesis between Indian architecture, performing and visual arts.	L1, L3. And L4



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CO3	Students will be able to analyse and evaluate the holistic nature of Indian medicine and its relevance in the contemporary era.	L2, L3. And L4
CO4	Students will be able to create its significance of the ancient Indian system.	L2, L3. And L4

Recommended Resources	
Reference Books -	<ul style="list-style-type: none">• Textbook on Indian Knowledge System by Michael Vaz, Manan Prakashan.• Textbook on The Knowledge System of Bhārata by Bhag Chand Chauhan,• History of Science in India Volume-1, Part-I, Part-II, Volume VIII, by Sibaji Raha, et al. National Academy of Sciences, India and The Ramkrishan Mission Institute of Culture, Kolkata (2014).• Pride of India- A Glimpse of India's Scientific Heritage edited by Pradeep Kohle et al. Samskrit Bharati (2006).• Vedic Physics by Keshav Dev Verma, Motilal Banarsidass Publishers (2012)
<u>E-Resources</u> Webliography:	<p>https://iksindia.org/ https://www.education.gov.in/nep/indian-knowledge-systems https://www.mygov.in/campaigns/iks/ https://en.wikipedia.org/wiki/Indian_Knowledge_Systems</p>



EVALUATION PATTERN

INTERNAL EVALUATION

- For Major, Minor, Open Elective (OE), Vocational Skill (VSC) & Skill Enhancement (SEC) Courses

Sr. No.	Description	Marks
I	Individual Project / Assignment / Presentation	15
II	Group Project / Assignment / Presentation	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40

Note: For OE from science faculty, practical examination of 40 marks will be conducted for Internal Evaluation.

- For Ability Enhancement (AEC), Value Education (VEC) & Indian Knowledge System (IKS) Courses

Sr. No.	Description	Marks
I	Project / Assignment / Presentation	10
II	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	20

- For Co - Curricular (CC) Courses

Sr. No.	Description	Marks
I	Class Test	15
II	Activities	35
	TOTAL MARKS	50



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EXTERNAL EVALUATION

• For Major, Minor, Open Elective (OE), Vocational Skill (VSC) & Skill Enhancement (SEC) Courses

- **Maximum Marks: 60**
- **Questions to be set: 04**
- **Duration: 2 Hours**
- **All Questions are compulsory carrying 15 marks each**

Q. No.	Description	Marks
Q.1	Full Length Question OR Full Length Question	15
Q.2	Full Length Question OR Full Length Question	15
Q.3	Full Length Question OR Full Length Question	15
Q.4	Full Length Question OR Full Length Question	15
	TOTAL MARKS	60

Note: Question of 15 marks can be further sub-divided into questions of 5/5/5, 8/7 or 10/5.

• For Ability Enhancement (AEC), Value Education (VEC) & Indian Knowledge System (IKS) Courses

Q. No.	Description	Marks
Q.1	Attempt any two out three: (5 marks each)	10
Q.2	Attempt any two out three: (5 marks each)	10
Q.3	Attempt any two out three: (5 marks each)	10
	TOTAL MARKS	30



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• Distribution of marks as per Units, COs and Bloom's Taxonomy					
Unit	COs	Bloom's Taxonomy Level	Type of Question	Marks	Weightage (%)
1	CO1: Explain	Understanding (L1)	Short notes	15	25
2	CO2: Apply	Applying (L2)	Essay Type: Problem solving	15	25
3	CO3: Analyse/ Evaluate	Analysing/Evaluating (L3)	Essay Type: Case Study	15	25
4	CO4: Create	Creating (L4)	Essay Type – application based task	15	25



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21.	Ms. Ashwini Mondkar, Member, Syllabus Committee, Visiting Faculty
22.	Ms. Preeti Chaudhary, Member, Syllabus Committee Visiting Faculty
23.	Mr. Viral Rami, Member, Syllabus Committee Visiting Faculty
24.	Mr. Venkat Raman, Member, Syllabus Committee Visiting Faculty



Semester II



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B. M. S. Semester II		
Course Code	Full Name of Course (With Paper)	Credit Points
	Major Course (Major)	
VMPM150	Principles of Marketing	4
VMBE151	Business Economics-I	2
	Minor Course (Minor)	
VMSM152	Strategic Management	2
	Open Elective (OE) (Any One)	4
VFMS177	Mathematical & Statistical Techniques	
	Vocational & Skill Enhancement Course (VSEC)	
	<u>Vocational Skill Course (VSC)</u>	
VMCG153	Corporate Governance	2
	<u>Skill Enhancement Course (SEC)</u>	
VMHS154	Human Skills	2
	Ability Enhancement Course (AEC)	
VFBC181	Business Communication – II	2
	Value Education Course (VEC)	
VFIT189	Information Technology in Management Studies – II	2
	Indian Knowledge System (IKS)	
	NA	
	Co-curricular Course (CC)	2
VCE190	Community Engagement Activities	
VCA189	Cultural Activities	
VNS191	National Service Scheme (NSS)	
VSA192	Sports Activities	
VYG193	Yoga	
VKB194	Rhythmic Narratives: History & Foundation of Kathak and Bollywood Dance	
VSS195	Sangeet Sadhna-I	
	Total	22



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FY Bachelor of Management Studies (B.M.S.)		Semester II	
Course Name: Principles of Marketing		Course Code: VMPM150	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To introduce students to the core concepts, principles, and theories of marketing
2	To understand pricing strategies and their implications for profitability and market positioning
3	To explore promotional tools and techniques for creating awareness and driving sales
4	To learn the process of product development and the importance of creating value for customers.

Unit	Content	No. of Lectures
1	Introduction to Marketing	15
	a. Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function	
	b. Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges.	
	c. Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing	
2	MARKETING ENVIRONMENT, RESEARCH AND CONSUMER BEHAVIOUR:	15
	a. The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.	
	b. Macro environment: Political Factors; Economic Factors; Socio Cultural Factors Technological Factors (PEST Analysis)	
	c. Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research	
	d. MIS: Meaning, features and Importance	
	e. Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour	
3	Marketing Mix	15



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	a. Meaning and elements of Marketing Mix.	
	b. Product -product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product.	
	c. Pricing – objectives- factors influencing pricing policy and Pricing strategy.	
	d. Physical distribution – meaning – factor affecting channel selection- types of marketing channel	
	e. Promotion – meaning and significance of promotion. Promotion tools	
4	Marketing Strategies and New Trends in Marketing	15
	a. Segmentation – meaning, importance, basis	
	b. Targeting – meaning, types	
	c. Positioning – meaning – strategies	
	d. New trends in marketing – E-marketing, social marketing and Relationship marketing	
	Total	60

Course Outcomes:		
CO1	Exhibit a thorough understanding of fundamental marketing concepts and theories.	L1,L3,L4
CO2	To create awareness about the marketing environment and apply core functions of marketing.	L1,L2,L3,L4
CO3	To analyse and evaluate of marketing mix elements, Product mix, Place, Pricing, Promotion.	L1,L2,L3,L4
CO4	To explain concepts of segmentation, e-marketing, internet marketing and various trends of marketing	L1,L3,L4

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi. • Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi. • Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi. • McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York. • Pillai R S, Bagavathi, Modern Marketing • Principles of Marketing , R.K. Mittal , A. Sharma, V .K. Global Pub. Pvt. Ltd, New Delhi. • Marketing Management & Human Resource Management: Verma et.al, Oxford University Press.



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	<ul style="list-style-type: none">Chhabra, T.N., and S. K. Grover. Marketing Management. Fourth Edition. Dhanpat Rai & Company.
<u>E-Resources</u> Webliography:	



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FY Bachelor of Management Studies (B.M.S.)		Semester II	
Course Name: Business Economics-I		Course Code: VMBE151	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	It will help students to analyse how an economy functions, combining practical & theoretical knowledge of Economics.
2	To analyse the breakeven point which is a field in applied economics, will help them analyse cost benefit theories, economies of scale.
3	It will help them to focus on the economic issues related to business organization and management.

Unit	Content	No. of Lectures
1	Introduction to Business Economics	10
	10 Principles of Business Economics.	
	Demand function: Change and movement of demand.	
	Elasticity of demand and Revenue Concepts.	
	Forecasting of demand.	
	Cost concepts, accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost and Break-even analysis.	
2	Production and Pricing decisions	10
	Production function -Law of Variable Proportion and Law of Returns to scale.	
	Economies and diseconomies of scale	
	Pricing practices -Cost oriented pricing and product pricing	
3	Market Structures	10
	Features of perfect Monopoly, Monopolistic and Oligopoly competition	
	Equilibrium of a firm under 4 competitions	
	Role of Advertising	
	Oligopoly-Collusive and non-collusive oligopoly	



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	Price Cartels and Price leadership.	
	TOTAL	30

Course Outcomes:		
CO1	Understand, explain and interpret the concepts of demand and cost structure of the business.	L1,L2,L3, L4
CO2	Students will be able to apply, analyse, evaluate the concepts while taking business decisions.	L1,L2,L3, L4
CO3	Students will be able to evaluate and analyse the changing business environment.	L1,L2,L3, L4
CO4	Students will be able to create business models and Market Structure.	L1,L2,L3, L4

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> N. Gregory Mankiw's "Principles of Microeconomics" Paul Krugman and Robin Wells' "Microeconomics" Hal Varian's "Intermediate Microeconomics".
<u>E-Resources</u>	
Webliography:	



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FY Bachelors of Management Studies (B.M.S)		Semester II	
Course Name: Strategic Management		Course Code: VMSSM152	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

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.

Unit	Content	No. of Lectures
1	INTRODUCTION OF STRATEGIC MANAGEMENT and ENVIRONMENT SCANNING <ul style="list-style-type: none"> • 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 • Strategic Management-Meaning, Definition, Importance, Strategic management • Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) 	15
2	STRATEGY FORMULATION and ANALYSIS <ul style="list-style-type: none"> • 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) • Strategic Analysis: BCG Matrix, GE9Cell, Porter5 Forces, 7S Framework IMPLEMENTATION & CONTROL Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural.	15
TOTAL		30



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Course Outcomes:		
CO1	After the completion of the course, students will understand the basic elements of Strategy.	L1
CO2	Students will understand the need of strategy at functional level of the organization and will also be able to formulate strategies.	L1, L2,
CO3	Students will be able to evaluate and make strategic choice in the company.	L1, L2, L3,
CO4	Students will be able to create and implement strategy in the company.	L1, L2, L4

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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FY Bachelor of Management Studies (B.M.S.)		Semester II	
Course Name: Mathematical & Statistical Techniques		Course Code: VFMS177	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To understand and apply concepts of counting and probability.
2	To develop skills in statistical analysis, including data classification, presentation and interpretation.
3	To develop critical thinking and problem-solving skills using statistical methods.
4	To learn hypothesis testing methods in order to interpret results and draw meaningful conclusions.

Unit	Content	No. of Lectures
1	Counting and Probability:	15
	Counting: Fundamental Principles, Permutation, Combination, Simple problems.	
	Probability: Random Experiment, Sample Space, Events, Probability, Addition and Multiplication Theorem.	
	Random Variable, Discrete and Continuous random variables, Probability Distribution, Expectation, Variance, Binomial Distribution, Normal Distribution (Definition and properties only).	
2	Statistical Measures:	15
	Introduction, Classification, Presentation of data.	
	Averages, A.M. G.M. H.M., Median, Mode, Quartiles, Deciles, Percentiles.	
	Combined Mean, Weighted Mean.	
3	Measures of Dispersion:	10
	Absolute Measures: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance.	
	Relative Measures: Coefficient of Range, Coefficient of Quartile Deviation, Coefficient of Mean Deviation, Coefficient of Variation.	
4	Testing of Hypothesis:	20



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	Population, Sample, Central Limit Theorem (Statement only), Population Mean, Population Proportion, Population Standard Deviation, Sample Mean, Sample Proportion, Sample Standard Deviation.	
	Hypothesis- Null, Alternate, Type-I error, Type-II error, One-tailed Test, Two-tailed Test, Test Statistic, Level of Significance, Critical Region.	
	z-Test, t-Test, Chi-Square Test of Association, Confidence Level, Confidence Interval.	
	TOTAL	60

Course Outcomes:		
CO1	Students will be able to understand and apply the concepts of counting and probabilities to solve problems and will be able to interpret the expected results.	L1, L2, L3
CO2	Students will be able to classify and present data effectively, and will be able to evaluate different statistical measures.	L1, L3, L4
CO3	Students will be able to apply the concepts of measures of dispersion and will be able to analyse or compare two different sets of information.	L2, L3, L4
CO4	Students will understand the concepts of hypothesis testing and will be able to conduct hypothesis testing using different statistical tests and will be able to interpret results and draw meaningful conclusions.	L1, L2, L3

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> Probability and Statistics for Engineering and Sciences, Jay L. Devore. Introduction to Probability and Statistics for Engineers and Scientists, Third Edition, Sheldon M. Ross. Basic Statistics, P.K. Mohanty and S.K. Patel, Scientific Publishers. Statistics, Dr. S. Sachdeva, Lakshmi Narain Agarwal. Statistical Methods, S.P. Gupta, Sultan Chan & Sons. Statistics for Management, Richard Levin & David Rubin, Prentice Hall. Statistical Methods and Testing of Hypothesis, Tech Max Publications. Quantitative Methods-I and II, Manan Prakashan.
<u>E-Resources</u>	
Webliography:	



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FY Bachelors of Management Studies (B.M.S)		Semester II	
Course Name: Corporate Governance		Course Code: VMCG153	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To understand the basics of corporate governance and its genesis
2	To understand the emerging need and growing importance of good governance and CSR by organisations
3	To study the ethical business practices, CSR and Corporate Governance practiced by various organisations

Unit	Content	No. of Lectures
1	INTRODUCTION TO CORPORATE GOVERNANCE	15
	Definition & Conceptual Framework of Corporate Governance, Business Ethics - an important dimension to Corporate Governance, Fair and Unfair Business Practices.	
	Theoretical Basis of Corporate Governance, Mechanism- Corporate Governance Systems, Indian Model of Governance, Good Corporate Governance, Obligations Towards Society and Stake holders.	
	Theories underlying Corporate Governance (Stakeholder's theory and Stewardship theory, Agency theory, Separation of Ownership and Control, Corporate Governance Mechanism: Process, Indian Model, OECD, and Emphasis on Corporate Governance (Transparency Accountability and Empowerment).	
	Relevant Case Studies	
2	GENESIS AND IMPLEMENTATION OF CORPORATE GOVERNANCE IN INDIA:	15
	Introduction principles – Arthashastra and Good Governance in ancient India, Protection of Interest of Customer and Investors, Historical perspective of Corporate Governance and Issues in Corporate Governance.	
	Values: Meaning, Types Teaching from Scriptures like Gita, Quran, Bible Value Systems in Business.	
	Role of Board of Directors and Board Structure, Non- executive Director, Auditors, SEBI, Government, Corporate Governance in India. Accounting	



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	Standards and Accounting disclosures. Finance Reporting and Corporate Governance, Non Accounting Regulations in Corporate Governance, Corporate Governance & CSR, Family Owned Business - Background, Family Businesses in India	
	GLOBAL SCENARIO – Ethics & Business Development, Role of Business Ethics in Building a Civilized Society, Corporate Governance and Issues Related to Scams, Corruption: Meaning, Causes, Effects, Frauds and Scams in Banks, Insurance Companies, Financial Institutions, Measures to Overcome Fraud and Corruption, Zero Tolerance of Corruption	
	TOTAL	30

Course Outcomes:

CO1	To understand the basic concepts of corporate governance and its regulatory framework.	L1
CO2	The students will get exposed to different theories and models of corporate governance.	L1, L2,
CO3	They will get knowledge of governance practices to be followed in India and foreign and apply the same in the company.	L1, L2, L3,
CO4	They will understand and comply with legal formalities to be followed by the company.	L1, L2, L4

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> ● A. C. Fernando, Corporate Governance Principles, Policies and Practices; Pearson ● Marc Goeren, International Corporate Governance; Blackwells. ● Cristian A. Mallin, Corporate Governance.
<u>E-Resources</u> Webliography:	



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FY Bachelor of Management Studies (B.M.S.)		Semester II	
Course Name: Human Skills		Course Code: VMHS154	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2	60
	• Internal Assessment	-	40

Course Objectives:

1	To understand the basic behaviour pattern of humans, the most important resource of a business and to deal with in an apt manner.
2	Personality awareness helps in understanding of different individuals in dealing and negotiating.
3	Students will get knowledge of Thinking and Learning theories to implement in different stages of life.
4	Creative thinking of different ideas enhances the students to utilise proper decision making.

Unit	Content	No. of Lectures
1	Understanding of Human Nature	10
	a. Individual Behaviour – Basics of Human Nature, Influence of Heredity and Environment	
	b. Personality -Determinants of Personality, Traits Theory, Type A and Type B Personalities, Big Five Model of Personality,	
	c. Johari Window – Understanding self through Johari Windows	
	d. Attitude – Nature and components of Attitude, Functions of Attitude, Ways of changing attitude. Reading Emotions	
2	Thinking, Learning and Perception	10
	a. Thinking, and Learning – Thinking Skills, Thinking Styles and Thinking Hat, Managerial Skills and Development	
	b. Learning Characteristics, Theories of Learning (Classical conditioning, Operant Conditioning and Social Learning Approach)	
	c. Perception – Features, Factors influencing individual Perception, Effects of Perceptual Error in Managerial Decision Making at workplace.	
3	Organizational Change and Creativity	10



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	a. Organizational Change and Creativity: Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development,	
	b. Creativity and Qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving.	
	TOTAL	30

Course outcomes :

CO1	Students can understand the fundamental of human skills necessary for personal and professional growth.	L1,L2,L3,L4
CO2	Personality models and attributes foster self-awareness, self-regulation and continuous personal development.	L1,L2,L3,L4
CO3	Students can understand the importance of team work and develop skills for effective collaboration.	L1,L2,L3,L4
CO4	By applying critical thinking and problem solving techniques student can analyse and resolve complex issues.	L1,L2,L3,L4

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Organizational Behaviour – Stephen Robbins, Prentice Hall • Organizational Behaviour, John N. Newstrom and Keith Davis • Organizational Behavior, Fred Luthans, Mcgraw Hill, New York • Organizational Behaviour, K. Aswathappa, Himalaya Publishing House
<u>E-Resources</u>	
Webliography:	



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FY Bachelor of Management Studies (B.M.S.)		Semester II	
Course Name: Business Communication – II		Course Code: VFBC181	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	1	30
	• Internal Assessment	-	20

Course Objectives:

1	To develop awareness of the communication process among the learners.
2	To make the learners master various aspects of business communication such as effective listening, official correspondence etc.
3	To develop effective spoken skills to enable students to express confidently interpersonally as well as in large groups.
4	To develop effective writing skills so as to enable students to write in clear, concise, persuasive and audience-centred ways.
5	To enable the students to develop the awareness of communication technology.

Unit	Content	No. of Lectures
1	GROUP COMMUNICATION 1	15
	Presentations: (To be tested in Tutorials/Internals only) Principles and techniques of effective presentation; How to make an effective PowerPoint presentation.	
	Interviews: Group Discussion; Preparing for an Interview; Types of Interviews – Selection, Appraisal, Grievance, Exit, etc.	
	Meetings: Need and Importance of meetings, Conduct of meeting and Group Dynamics; Role of the Chairperson; Role of the Participants; Drafting of Notice; Agenda and Resolutions.	
	GROUP COMMUNICATION 2	
	Conference: Meaning and Importance of Conference, Organizing a Conference, Modern Methods: Video and Tele-Conferencing.	
	Public Relations: Meaning of PR, Functions of PR Department, External and Internal Measures of PR.	
2	BUSINESS CORRESPONDENCE	15
	Trade Letters: Order, Credit and Status Enquiry, Collection	



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	Letters of Inquiry, Letters of Complaints, Claims, Adjustments, Sales Letters, Consumer Grievance Letters, Letters under Right to Information (RTI) Act	
	LANGUAGE AND WRITING SKILLS	
	Reports: Parts, Types: Feasibility Reports, Investigative Reports, Progress Report, Confidential Performance Report, etc.	
	Summarisation: Identification of main and supporting/sub points; Presenting these in a cohesive manner.	
	Total	30

Course Outcomes:

CO1	Develop effective communication skills for group interactions, including presentations, interviews, meetings, conferences, and public relations.	L1, L3 And L4
CO2	Master business correspondence and professional writing, including trade letters, reports, and summarization techniques.	L1, L3 And L4

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> ● Bangh, L. Sue, Fryar, Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group. ● Krevolin, Nathan (1983) Communication Systems and Procedures for Modern Office, Prentice Hall. ● Majumdar, P.K. (1992) Commentary on the Consumer Protection Act, Prentice. ● Ashley, A (1992) A Handbook of Commercial Correspondence, Oxford University Press. ● Aswalthapa, K (1991) Organisational Behaviour, Himalaya Publication. ● Balan, K.R. and Rayudu C.S. (1996) Effective Communication, Beacon. ● Barkar, Alan (1993) Making Meetings Work, Sterling Publications Pvt. Ltd. ● Basu, C.R. (1998) Business Organisation and Management, T.M.H. ● Benjamin, James (1993) Business and Professional Communication Concepts and Practices, HarperCollins College Publishers. ● Black, Sam (1972) Practical Public Relations, E.L.B.S. ● Bovee Courtland, L and Thill, John V (1989) Business Communication Today. McGraw Hill, New York, Taxman Publication. ● Burton, G and Thakur, (1995) Management Today – Principles and Practices. T.M.H. ● Darrow, Richard, Forstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, the Dartwell Co., Chicago. ● Drucher, P.F. (1970) Technology, Management and Society, Pan Books. ● Ecouse Barry, (1999), Competitive Communication: A Rhetoric for Modern Business, OUP. ● Eyre, E.C. (1985) Effective Communication Made Simple, Rupa and Co.
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	<ul style="list-style-type: none"> ● Fisher Dalmar, (1999), Communication in Organisation, Jaico Publishing House. ● French, Astrid (1993) Interpersonal Skills. Sterling Publishers. ● Garlside, L.E. (1980) Modern Business Correspondence, McDonald and Evans Ltd. ● Ghanekar, (1996) Communication Skills for Effective Management. Everest Publishing House. ● Graves, Harold F. (1965) Report Writing, Prentice Hall. ● Kaul, Asha. (2013) Business Communication, Prentice-Hall. ● Lesikar, Raymond V and Petit, John D. (1994) Business Communication: Theory and Application, Richard D. Irwin Inc. ● Ludlow, Ron. (1995) The Essence of Effective Communication, Prentice. ● Martson, John E. (1963) The Nature of Public Relations, McGraw Hill. ● Merrihue, William (1960) Managing by Communication, McGraw Hill. ● Monippalli, M.M. (1997), The Craft of Business Letter Writing, T.M.H. ● Monippally, Matthukutty M. (2014) Business Communication Strategies. Tata McGraw-Hill Publishing Company Ltd., 2014. ● Murphy, Herta and Hilde Brandt, Herbert W (1984) Effective Business Communication, McGraw Hill. ● Phillip, Louis V. (1975) Organisational Communication – The Effective Management, Columbus Grid Inc. ● Raman, Meenakshi and Sharma, Sangeeta (2004) Technical Communication: Principles and Practice, Oxford University Press. ● Ross, Robert D. (1977) The Management of Public Relations. John Wiley and Sons. ● Stephenson, James (1988) Principles and Practice of Commercial Correspondence. Pilman and Sons Ltd.
<p><u>E-Resources</u></p> <p>Webliography:</p>	<ul style="list-style-type: none"> ● http://www.garreynolds.com/preso-tips/design/(how to make ppts) ● https://www.slideshare.net/sekharkls/group-discussion-ppt (GD) ● https://www.inc.com/jeff-haden/27-most-common-job-interview-questions-and-answers.html



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FY Bachelor of Management Studies (B.M.S.)		Semester II	
Course Name: Information Technology in Management Studies - II		Course Code: VFIT189	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	1	30
	• Internal Assessment	-	20

Course Objectives:

1	To understand the importance and use of Information technology for Management
2	Learn different E-payment systems and risks in it.
3	To understand basic concepts of IT risk, cyber security and laws, domains and security therein

Unit	Content	No. Of lectures
1	<p>INTRODUCTION TO IT SUPPORT IN MANAGEMENT</p> <ul style="list-style-type: none"> • Information Technology concepts Concept of Data, Information and Knowledge • 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) and Executive Information System (EIS) • 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 • Decision support system Definition, Relationship with MIS. Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS • E-Commerce Sphere (Introduction, definition of E-market, EDI, Internet Commerce) Types of E-commerce (B2B, B2C, C2C) E-governance (G2G, G2B, G2C, G2E) 	10



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	<ul style="list-style-type: none"> • ERP – concept, introduction, ERP Modules- Purchase, Sales, HR, Market, Production, manufacture, Finance, Inventory 	
2	<p>E-payment</p> <ul style="list-style-type: none"> • Electronic Payment modes (Debit card, credit card, Net Banking, E-Wallet, Mobile Payment) • digital Currency- what is digital currency, types of Digital currency, benefits and difficulty in Digital currency • Block chain Technology - features, benefits, Block chain used in energy, finance, retail (Eg. Amazon) • Risks in E-payment • Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions 	10
3	<p>E-SECURITY SYSTEMS</p> <ul style="list-style-type: none"> • Environment in India with respect to real Time Application in Business Types of Real Time Systems (Real Time Applications - Railway / Airway / Hotel Reservation System, ATMs) Distinction between Real Time, Online and Batch Processing System. • Threats to Computer systems, IT Risk, Email Risks, Measuring IT Risk Types of threats- Virus, hacking, phishing, plagiarism, DoS, spyware, spam, physical threats (fire, flood, earthquake, vandalism) • Risk Mitigation, Security on the internet, Network and website security risks, Website Hacking and Issues therein and Email Security. • Security control measures – encryption, digital sign, digital certificate and firewall Firewall concept and component, Benefits of Firewall Understanding and Defining – Enterprise-wide security frame work Information Security • Cyber Law- Need, IT Act 2000 	10
TOTAL		30



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Course Outcomes:

CO1	Understand the concept of computer-based information system and its use for management. Introduction of E-business	
CO2	Understand different Electronic Payment Systems. Understanding Risks in e-Payment systems	
CO3	Enables learners to make use of web technologies and 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



EVALUATION PATTERN

INTERNAL EVALUATION

- For Major, Minor, Open Elective (OE), Vocational Skill (VSC) & Skill Enhancement (SEC) Courses

Sr. No.	Description	Marks
I	Individual Project / Assignment / Presentation	15
II	Group Project / Assignment / Presentation	15
III	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	40

Note: For OE from science faculty, practical examination of 40 marks will be conducted for Internal Evaluation.

- For Ability Enhancement (AEC), Value Education (VEC) & Indian Knowledge System (IKS) Courses

Sr. No.	Description	Marks
I	Project / Assignment / Presentation	10
II	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation.	10
	TOTAL MARKS	20

- For Co - Curricular (CC) Courses

Sr. No.	Description	Marks
I	Class Test	15
II	Activities	35
	TOTAL MARKS	50



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EXTERNAL EVALUATION

• For Major, Minor, Open Elective (OE), Vocational Skill (VSC) & Skill Enhancement (SEC) Courses

- **Maximum Marks: 60**
- **Questions to be set: 04**
- **Duration: 2 Hours**
- **All Questions are compulsory carrying 15 marks each**

Q. No.	Description	Marks
Q.1	Full Length Question OR Full Length Question	15
Q.2	Full Length Question OR Full Length Question	15
Q.3	Full Length Question OR Full Length Question	15
Q.4	Full Length Question OR Full Length Question	15
	TOTAL MARKS	60

Note: Question of 15 marks can be further sub-divided into questions of 5/5/5, 8/7 or 10/5.

• For Ability Enhancement (AEC), Value Education (VEC) & Indian Knowledge System (IKS) Courses

Q. No.	Description	Marks
Q.1	Attempt any two out three: (5 marks each)	10
Q.2	Attempt any two out three: (5 marks each)	10
Q.3	Attempt any two out three: (5 marks each)	10
	TOTAL MARKS	30



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• Distribution of marks as per Units, COs and Bloom's Taxonomy					
Unit	COs	Bloom's Taxonomy Level	Type of Question	Marks	Weightage (%)
1	CO1: Explain	Understanding (L1)	Short notes	15	25
2	CO2: Apply	Applying (L2)	Essay Type: Problem solving	15	25
3	CO3: Analyse/ Evaluate	Analysing/Evaluating (L3)	Essay Type: Case Study	15	25
4	CO4: Create	Creating (L4)	Essay Type – application based task	15	25



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