

The Kelkar Education Trust's
V. G. Vaze College of Arts, Science and Commerce
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Revised Syllabus as per
NEP 2020 Guidelines 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 2025-2026)

Board of Studies

SEMESTER III



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B.M.S. SEMESTER III		
Course Code	Full Name of Course (With Paper Name)	Credit Point
	Major Course/s (Major) (Any 2 combination)	8
	<u>Marketing Electives</u>	
VMAD200	Advertising	
VMCB201	Consumer Behaviour	
	<u>Human Resource Electives</u>	
VMRS202	Recruitment and Selection	
VMML203	Motivation and Leadership	
	<u>Finance Electives</u>	
VMCA204	Cost Accounting	
VMCF205	Corporate Finance	
	Minor Course/s (Minor)	
VMBP206	Business Planning and Entrepreneurship Management	4
	Open Elective (OE) (Any One)	2
VFIT228	Information Technology in Management Studies – III	
	Vocational & Skill Enhancement Course (VSEC)	
VMAM207	Accounting for Managerial Decisions	2
	Ability Enhancement Course (AEC) (Any One)	2
VFCS233	Communication Skills in Hindi Language	
VFCS234	Communication Skills in Marathi Language	
	Field Project	
VMRM208	Research Methodology	2
	Community Engagement Programme	
	NA	NA
	Co-curricular Course (CC)	2
VCE237	Community Engagement Activities	
VCA236	Cultural Activities	
VNS238	National Service Scheme (NSS)	
VSA239	Sports Activities	
VYG240	Yoga	
VKB241	Rhythmic Narratives: History & Foundation of Kathak and Bollywood Dance	
VSS242	Sangeet Sadhna-II	
	Total	22



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Advertising		Course Code: VMAD200	
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 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.

Unit	Content	No. of Lectures
1	INTRODUCTION TO ADVERTISING: <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
2	STRATEGY AND PLANNING PROCESS IN ADVERTISING <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, 	15



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	<p>message strategy, media strategy, Integration of advertising with other communication tools</p> <ul style="list-style-type: none"> • 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 	
3	<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, believability, interest, distinctiveness • Copywriting: Elements of Advertisement copy–Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research 	15
4	<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. • 5 topmost ad agencies and famous campaigns designed by them. 	15
	TOTAL	60

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.



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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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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Consumer Behaviour		Course Code: VMCB201	
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 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.

Unit	Content	No. of Lectures
1	Introduction To Consumer Behaviour: <ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features, and Importance • Types of Consumers (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, Need recognition. • (Case studies related to topics) 	15
2	Individual- Determinants of Consumer Behaviour <ul style="list-style-type: none"> • Consumer Need & Motivation (Theories – Maslow, Mc Clelland). • 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 	15



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	<ul style="list-style-type: none"> Learning – Elements, Theories, Attitude – Concept of attitude Nature of Consumer Attitudes, Consumer Attitude Formation & Change (Case studies related to topics) 	
3	Environmental Determinants of Consumer Behaviour <ul style="list-style-type: none"> Family Influences on Buyer Behaviour, The 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. (Case studies related to topics) 	15
4	Consumer decision making models and New Trend <ul style="list-style-type: none"> Levels of consumer decision making, Views of consumer decision making: -An Economic view, A Passive view, A cognitive view, An Emotional view 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 Industrial buying behaviour: Business marketing –Meaning, Customer value in business market, Consumer and Customer, Business Vs consumer Marketing, Types of business customers, Classification of Industrial products and services, Industrial buying process, Buying Centre and buying center roles, Segmenting business market. 	15
	TOTAL	60

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



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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



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Recruitment and Selection		Course Code: VMRS202	
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 objective is to familiarize the students with concepts and principles, Procedure of Recruitment.
2	The objective is to familiarize the students with Selection in an organization.
3	To give an in depth insight into various aspects of Human Resource Management.
4	To make them acquainted with practical aspect of the subject.

Unit	Content	No. of Lectures
1	RECRUITMENT <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 	15



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	<p>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).</p> <ul style="list-style-type: none"> • Technique of Recruitment-Traditional Vs Modern Recruitment • Evaluation of Recruitment-out sourcing programme 	
2	<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
3	<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 • Service, Finance, I.T., Law And Media Industry 	15
4	<p>SOFT SKILLS</p> <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	60

Course Outcomes:



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CO1	Students will understand how jobs are analysed 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.
<u>E-Resources</u> Webliography:	



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Motivation and Leadership		Course Code: VMML203	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	● External Assessment	02	60
	● Internal Assessment	-	40

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

Unit	Content	No. of Lectures
1	MOTIVATION – I	12
	● Concept of motivation, Importance, Tools of Motivation	
	● Theory Z, Equity theory	
	● Process Theories-Vroom's Expectancy Theory, Valency-Four drive model	
2	MOTIVATION – II	15
	● 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	
3	LEADERSHIP – I	17
	● 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)	
4	LEADERSHIP – II	16



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	<ul style="list-style-type: none"> • Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump) 	
	<ul style="list-style-type: none"> • Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein) 	
	<ul style="list-style-type: none"> • Contemporary issues in leadership—Leadership roles, team leadership, mentoring, Self-leadership, online leadership, finding and creating effective leader 	
	TOTAL	60

Course Outcomes:

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 -	<p>Stephen P. Robbins, Timothy A. Judge (Author) - Organizational behaviour (15th Edition), Prentice Hall Publication.</p> <p>Niraj Kumar- Organisational Behaviour : A New Looks (Concept, Theory & Cases), Himalaya Publishing House</p> <p>Strategic Leadership – Sahu & BhArati– Excel Books</p> <p>Peter I. Dowling & Denice E. (2006). International HRM (1st ed.). New Delhi. Excel Books.</p> <p>French Wendell, Bell Ceciland Vohra Veena. (2004). Organization Development, Behavioral Science Interventions for Organization Improvement. (6thed.)</p>
<u>E-Resources</u>	
Webliography:	



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Cost Accounting - I		Course Code: VMCA204	
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	This course will enable the students to combine practical & theoretical knowledge of cost accounting.
2	The course will provide detailed knowledge to the students about the cost concept and cost structure.
3	The students of this course will be active learners & develop awareness of emerging trends in cost accounting.

Unit	Content	No. of Lectures
1	INTRODUCTION <ul style="list-style-type: none"> • Meaning, Nature and scope-Objective of Cost Accounting • Financial Accounting v/s Cost Accounting • Advantages and disadvantages of Cost Accounting • Elements of Costs-Cost classification (concept only) • Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing(Practical Problems) 	15
2	ELEMENTS OF COST <ul style="list-style-type: none"> • Material Costing- Stock valuation (FIFO & weighted average method), EOQ,EOQ with discounts, Calculation of Stock levels (Practical Problems) • Labour Costing – (Bonus and Incentive Plans) (Practical Problems) • Overhead Costing (Primary and Secondary Distribution) 	15



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3	COST PROJECTION <ul style="list-style-type: none"> • Cost Sheet (Current and Estimated)) (Practical Problems) • Reconciliation of financial accounts and cost accounting (Practical Problems) 	15
4	EMERGING COST CONCEPTS <ul style="list-style-type: none"> • Uniform Costing and Inter firm Comparison • Emerging Concepts – Target Costing, Benchmarking, Just-in Time inventory management • The Balanced Scorecard - Strategic Based Control, concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard 	15
	TOTAL	60

Course Outcomes:

	After the completion of the course, students will able to
CO1	Differentiating 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 a cost sheet and reconcile the profits.
CO4	Knowledge about emerging 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
E-Resources Webliography:	



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Corporate Finance		Course Code: VMCF205	
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 objectives of developing a conceptual framework 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 provide understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business.

Unit	Content	No. of Lectures
1	INTRODUCTION <ul style="list-style-type: none"> Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. Introduction to ownership securities : Ordinary Shares, Preference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities. 	15
2	CAPITAL STRUCTURE AND LEVERAGE <ul style="list-style-type: none"> Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. Introduction to Concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage. 	15



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3	TIME VALUE OF MONEY <ul style="list-style-type: none"> • Introduction to Time Value of Money – compounding and discounting • Introduction to basics of Capital Budgeting (time value of money based methods) – NPV (Net Present Value) • Importance of Risk and Return analysis in Corporate Finance 	15
4	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 • 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	60

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 affected 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 analysing a potential project. • Understand the importance of Capital Budgeting and the concepts underlying strategic and capital investment decisions. Also described 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.
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	<ul style="list-style-type: none">● 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
<u>E-Resources</u> Webliography:	



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Business Planning and Entrepreneurship Management		Course Code: VMBP206	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	02	60
	• Internal Assessment	-	40

Course Objectives:	
1	Entrepreneurship is one of the major focus areas of the discipline of Management.
2	To develop entrepreneurs and to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.
3	This course introduces Entrepreneurship to budding managers.
4	To create opportunity of entrepreneurship as a career option among students.

Unit	Content	No. of Lectures
1	OF ENTREPRENEURSHIP DEVELOPMENT <ul style="list-style-type: none"> • Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur. • Innovation Theory by Schumpeter and Theory of High Achievement by McClelland • External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economic, Personal. • Role of Entrepreneurial culture in Entrepreneurship Development. FOUNDATIONS	15
2	TYPES & CLASSIFICATION OF ENTREPRENEURS <ul style="list-style-type: none"> • Intrapreneur –Concept and Development of Intrapreneurship 	15



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	<ul style="list-style-type: none"> Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group NGO, BPO, Franchise, Merger and Acquisition. Entrepreneurial development Program (EDP) – concept, factor influencing EDP. 	
3	ENTREPRENEUR PROJECT DEVELOPMENT & BUSINESS PLAN <ul style="list-style-type: none"> Innovation, Invention, Creativity, Business Idea. Idea generation– Sources-Development of product/idea, Environmental scanning and SWOT analysis Business Planning Process - Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management Risk Management - Critical Risk Contingencies of the proposal, Scheduling and milestones. 	15
4	VENTURE DEVELOPMENT <ul style="list-style-type: none"> Steps involved in starting of Venture and problem of Venture set-up Sources of Finance - Venture funding, requirements of Capital (Fixed and working) Institutional support to an Entrepreneur Marketing: Methods, Channel of Marketing, E-commerce. 	15
	TOTAL	60

Course Outcomes:	
CO1	The students will be able to understand the skills required by an entrepreneur to perform functions and overcome the barriers while doing business.
CO2	They will gain knowledge about different types of entrepreneurs prevailing in the society.
CO3	The students will be able to apply knowledge and generate business ideas and check its feasibility before adopting and implementing such idea.
CO4	The students will learn about different monetary schemes offered by government and other financial institutions which can be availed while starting or doing business.



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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
<u>E-Resources</u> Webliography:	



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Information Technology in Management Studies-III		Course Code: VFIT228	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	02	60
	• Internal Assessment	-	40

Course Objectives:

1	To provide understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
2	To learn database management system, outsourcing concepts, BPO/KPO industries, their structures, Cloud Computing
3	To understand the concepts of business process outsourcing, its types and cloud computing.

Unit	Content	No. of Lectures
1	ERP/E-SCM/E-CRM <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 	10
	<ul style="list-style-type: none"> • 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 	



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	E-SCM Components and Chain Architecture <ul style="list-style-type: none"> • Major Trends in e-SCM • Case studies ERP/SCM/CRM 	
2	INTRODUCTION TO DATA BASE AND DATA WAREHOUSE <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 architecture Business use of data warehouse Standard Reports and queries • Data Mining The scope and the techniques used • Business Applications of Data warehousing and Data mining 	10
3	OUTSOURCING <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 	10
	TOTAL	30

Course Outcomes:

CO1	Understand the concept of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation.
CO2	Understand relationship between database management and data warehouse approaches, the requirements, and applications of data



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	Warehouse.
CO3	Apply the concepts of business process outsourcing and cloud computing.

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)
<u>E-Resources</u> Webliography:	E-Book 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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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Accounting for Managerial Decisions		Course Code: VMAM207	
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 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.

Unit	Content	No. of Lectures
1	ANALYSIS AND INTERPRETATION OF FINANCIAL STATEMENTS <ul style="list-style-type: none"> Vertical Form of Balance Sheet and Profit & Loss A/c- Comparative Statement & Common Size statement analysis 	15
2	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	30



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Course Outcomes:	
CO1	After the completion of the course, students will able to learn vertical format & make different analysis.
CO2	After the completion of the course, students will able to estimate working capital requirement.

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> •
<u>E-Resources</u> Webliography:	<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.



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Communication Skill in Hindi Language		Course Code- VFCS233	
Lectures per week (4 Lectures of 60 minutes)		2	
Number of Credits:		2	
Evaluation System	Assessment	Hours	Marks
	● External Assessment	1	30
	● Internal Assessment	-	20

Course Objectives:

1	अपने विचार तथा भावनाओं को प्रभावी तरीके से एवं सारगर्भित रूप से दूसरे के समक्ष प्रस्तुत करना।
2	अपने विचार क्रमिक रूप से तथा उचित धाराप्रवाह में प्रस्तुत करने के लिए छात्रों के भीतर दक्षता उत्पन्न करना।
3	छात्रों में प्रसंगानुसार मुहावरे एवं लोकोक्तियों के प्रयोग की क्षमता विकसित करना।
4	शुद्ध उच्चारण के तत्वों की जानकारी प्रदान करना।
5	विद्यार्थियों में संभाषण के लिए आत्मविश्वास की भावना जागृत करना।

Unit	Module	No. of Lectures
1	भाषा कौशल का अर्थ, परिभाषा, स्वरूप और महत्व : भाषा कौशल के भेद : सुनना, बोलना, पढ़ना, लिखना।	10
2	संभाषण कौशल का अर्थ एवं स्वरूप । संभाषण के विभिन्न रूप : वार्तालाप, व्याख्यान, वाद-विवाद, अवाचीक, अभिव्यक्ति, जन सम्बोधन।	10
3	संबोधन कला के उपादान 1) भाषा ज्ञान 2) अंतराल ध्वनि (Volume) लहजा (Accent)	10
	Total	30

Course Outcomes:

	After the completion of the course, students will able to
CO1	अपने विचार तथा भावनाओं को प्रभावी तरीके से एवं सारगर्भित रूप से दूसरे के समक्ष प्रस्तुत कर सकेंगे।
CO2	अपने विचार क्रमिक रूप से तथा उचित धाराप्रवाह में प्रस्तुत करने के लिए छात्रों के भीतर दक्षता उत्पन्न होगी।
CO3	छात्रों में प्रसंगानुसार मुहावरे एवं लोकोक्तियों के प्रयोग की क्षमता विकसित होंगे।
CO4	शुद्ध उच्चारण के तत्वों की जानकारी होगी।



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CO5	विद्यार्थियों में संभाषण के लिए आत्मविश्वास की भावना जागृत होगा।
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Recommended Resources	
Reference Books -	<ol style="list-style-type: none">1. भाषण और संभाषण की दिव्य शक्ति – श्रीराम शर्मा, आचार्य युग निर्माण योजना प्रेस, मथुरा2. भाषण कला – डॉ महेश शर्मा, ज्ञानगंगा दिल्ली3. भाषण – संभाषण, देवनाथ उपाध्याय, किताब महल इलाहाबाद4. शैली और कौशल, हिन्दी साहित्य कुटीर, बनारस5. भाषा-दर्शन, डॉ. रामलाल सिंह, विदयामंदिर प्रकाशन
E-Resources Webliography:	https://egyankosh.ac.in/bitstream/123456789/28989/1/Unit-24.pdf https://mycoaching.in/sambodhan-karak



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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Communication Skill in Marathi Language (मराठी भाषेतील संवाद कौशल्ये)		Course Code: VFCS234	
Lectures per week (4 Lectures of 60 minutes)		2	
Number of Credits:		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	-	-
	• Internal Assessment	---	50

Course Objectives:

1	मराठी भाषेच्या प्राथमिक पातळीवरील व्यावहारिक संवाद आत्मसात करणे.
2	मराठी भाषा संवाद कौशल्यासाठी कार्यालयीन व अनौपचारिक व्यवहार कसे करावेत याचे ज्ञान व्हावे.
3	संवादाचे महत्वाचे घटक, प्रकार व मर्यादा समजून घेता याव्यात यासाठी अध्ययनास प्रवृत्त करणे.
4	व्यावसायातील व संस्था, संघटन क्षेत्रातील सुसंवाद, माध्यम व कार्यक्रम यासाठी सूत्रसंचालन, मुलाखत, चर्चा व वक्तृत्व यातील कौशल्ये विकसित करणे.

Unit	Module	No. of Lectures
1	संवाद कौशल्ये - स्वरूप, विशेष व संवादाचे घटक : संवाद संकल्पना, संवादाचे प्रकार, संवादाचे घटक, संवाद, संवादातील अडथळे	15
2	व्यावसायातील संवादाचे प्रयोजन : कंपनी किंवा संस्था/ संघटन क्षेत्रातील सुसंवादाचे फायदे, सूत्रसंचालन, मुलाखत व वक्तृत्व यातील संवादाचे महत्व.	15
	Total	30

Tutorials

Speaking skills, presentations on soft skills, remedial grammar



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Teaching Methodology

Lectures, Flipped Classroom, Presentations, ICT, Case Studies, Demonstrations, Role play, Workshops, Guest Lectures

Course Outcomes:

	After the completion of the course, students will able to
CO1	मराठी भाषेतील प्राथमिक पातळीवरील व्यावहारिक संवाद आत्मसात करता येतात.
CO2	मराठी भाषा संवादातील स्पष्ट अर्थ अध्ययनकर्त्यांना कळतो.
CO3	मराठीत भाषा व्यावसायामधील संवादाचे फायदे-तोटे विद्यार्थ्यांच्या लक्षात येतात.
CO4	कार्यक्रम, प्रसार माध्यमांतील सूत्रसंचालन, चर्चा, मुलाखत वक्तृत्व यात रुची निर्माण होते.

Recommended Resources

Reference Books -	<ol style="list-style-type: none"> 1) व्यक्तिमत्त्व विकासासाठी संभाषण व लेखन कौशल्ये, संपादक: डॉ. पृथ्वीराज तौर, डॉ. शैलेन्द्र लेंडे, डॉ. वंदना महाजन, अथर्व पब्लिकेशन्स 2) संवाद कौशल्य, डॉ. आशा भागवत, डायमंड पब्लिकेशन 3) भाषा आणि कौशल्य विकास, प्रा. डॉ. संदीप माळी, प्रशांत पब्लिकेशन 4) मध्यमांसाठी लेखन व संवाद कौशल्ये, डॉ. अक्षय घोरपडे, प्रशांत पब्लिकेशन. 5) मराठी भाषा उपयोजन आणि सर्जन, प्रा. सुहासकुमार बोबडे. 6) व्यावहारिक मराठी - डॉ. प्रकाश परब. 7) व्यावहारिक मराठी - ल. रा. नासिराबादकर, फडके प्रकाशन कोल्हापूर
<u>E-Resources</u>	<ol style="list-style-type: none"> 1. https://books.google.co.in/books/about/%E0%A4%AD%E0%A4%BE%E0%A4%B7%E0%A4%BE_%E0%A4%86%E0%A4%A3%E0%A4%BF_%E0%A4%



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	<p>%95%E0%A5%8C%E0%A4%B6%E0%A4%B2%E0%A5%8D.html?id=Y4nxDwAAQBAJ&redir_esc=y</p> <p>2. https://www.kopykitab.com/Madhyamansathi-Savand-And-Lekhan-Kaushalye-by-Dr-Akshya-Ghorpade</p> <p>3. https://www.kopykitab.com/Sanvad-ani-Lekhan-Kaushalye-by-Dr-Akshay-Kishor-Ghorpade</p> <p>4. https://www.kopykitab.com/Bhashik-Kaushalya-Vikas-by-Dr-Haresh-Shelke-Dr-Gitanjali-Chine-Dr-Atul-Chaure</p>
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SY Bachelor of Management Studies (B.M.S.)		Semester III	
Course Name: Research Methodology		Course Code: VMRM208	
Lectures per week (1 Lecture is of 60 minutes)		2	
Number of Credits		2	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	-	-
	• Internal Assessment	-	50

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.

Unit	Content	No. of Lectures
	INTRODUCTION TO BUSINESS RESEARCH METHODS	
1	Meaning and objectives of research Stages in the research process.	10
	Concepts in Research: Variables, Qualitative and Quantitative 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– meaning of sample and sampling, methods of sampling- i) Non Probability Sampling– Convenient, Judgment, Quota, Snow ball ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.	



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	DATA COLLECTION AND PROCESSING & INTERPRETATION	
2	Types of data and sources-Primary and Secondary data sources. Methods of collection of Primary and Secondary data. (Observation , Experimental ,Interview, Survey, Survey instrument, Types of questions, Scaling techniques)	10
	Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation	
	Analysis of data-Meaning, Purpose, types. Interpretation of data-Essentials, importance and Significance of processing data. Statistical use in data processing.	
	ADVANCED TECHNIQUES IN REPORT WRITING	
3	Report writing Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography	10
	Ethics and research	
	Plagiarism, techniques used to check plagiarism.	
	TOTAL	30

Course Outcomes:

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.
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	<ul style="list-style-type: none">• 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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EVALUATION PATTERN

INTERNAL EVALUATION

● **For Major, Minor, Open Elective (OE), Vocational & Skill Enhancement (VSEC) 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) 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

● **For Field Project (FP), Community Engagement Programme (CEP) Courses**

Sr. No.	Description	Marks
I	Weekly reporting (Minimum 4 hours/week)	15
II	Writing report	20
III	Viva-voce/presentation	15
	TOTAL MARKS	50



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EXTERNAL EVALUATION		
<ul style="list-style-type: none"> For Major, Minor, Open Elective (OE), Vocational & Skill Enhancement (VSEC) Courses 		
<ul style="list-style-type: none"> 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.		
<ul style="list-style-type: none"> For Ability Enhancement (AEC) 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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16.	Ms. Eswari Rakesh Kumar, Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Management Studies), KET's V. G. Vaze College, Autonomous, Mulund (East), Mumbai
17.	Ms. Namrata Jadhav, Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Management Studies), KET's V. G. Vaze College, Autonomous, Mulund (East), Mumbai
18.	Ms. Rajnandini Manjhi, Member, Syllabus Committee, Assistant Professor, Dept. of SFC (Management Studies), KET's V. G. Vaze College, Autonomous, Mulund (East), Mumbai
19.	Ms. Amruta Khanolkar, Member, Syllabus Committee, Visiting Faculty
20.	Adv. Molina Thakur, Member, Syllabus Committee, Visiting Faculty
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 IV



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B.M.S. SEMESTER IV		
Course Code	Full Name of Course (With Paper Name)	Credit Point
	Major Course/s (Major) (Any 2 combination)	8
	<u>Marketing Electives</u>	
VMRM250	Rural Marketing	
VMIM251	Integrated Marketing Communication	
	<u>Human Resource Electives</u>	
VMCM252	Change Management	
VMTD253	Training and Development	
	<u>Finance Electives</u>	
VMCR254	Corporate Restructuring	
VMSC255	Strategic Cost Management	
	Minor Course/s (Minor)	
VMBE256	Business Economics – II	2
	Open Elective (OE) (Any One)	2
VFCI278	Corporate & Industrial Law	
	Vocational & Skill Enhancement Course (VSEC)	
VMPT257	Production Technique and Quality Management	2
	Ability Enhancement Course (AEC) (Any One)	2
VFWS283	Writing Skills in Hindi Language	
VFWS284	Writing Skills in Marathi Language	
	Field Project	
	NA	NA
VMCE258	Community Engagement Programme	2
	Co-curricular Course (CC)	2
VCE287	Community Engagement Activities	
VCA286	Cultural Activities	
VNS288	National Service Scheme (NSS)	
VSA289	Sports Activities	
VYG290	Yoga	
VKB291	Rhythmic Narratives: History & Foundation of Kathak and Bollywood Dance	
VSS292	Sangeet Sadhna-II	
	Total	22



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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Rural Marketing		Course Code: VMRM250	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	02	60
	• Internal Assessment	-	40

Course Objectives:

1	To explore the students in the agriculture and rural marketing environment.
2	To familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of agricultural produce.
3	To understand relevance of marketing mix.
4	To understand the recent trends in rural marketing.

Unit	Content	No. of Lectures
1	INTRODUCTION: <ul style="list-style-type: none"> • Introduction to Rural Market, Definition & Scope of Rural Marketing. • Rural Market in India-Size & Scope, Rural development as a core area, Efforts put for rural development by government (A brief Overview). • NABARD, NAFED • Emerging Profile of Rural Markets in India, • Problems of the rural market. • Constraints in Rural Marketing and Strategies to overcome constraints 	15
2	RURAL MARKET <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 • Behavior - Social factors, Cultural factors, Technological factors, Lifestyle, Personality. (refer to change in the market scenario) 	15
3	RURAL MARKETING MIX	15



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	<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 	
4	RURAL MARKETING STRATEGIES <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 markets (Case study based) • 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 	15
	TOTAL	60

Course Outcomes:

CO1	Students can understand the importance of Rural marketing along with constraints and problems.
CO2	Students will understand emerging profile of rural consumer.
CO3	Students can understand the marketing mix strategies for product and price.
CO4	Students understand the marketing mix strategies of distribution and communication.

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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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Integrated Marketing Communication		Course Code: VMIM251	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	02	60
	• Internal Assessment	-	40

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.
4	To familiarize the students with market concepts and gives various marketing communication tools.

Unit	Content	No. of Lectures
1	INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION <ul style="list-style-type: none"> • Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing • Traditional and alternative Response Hierarchy Models • Establishing objectives and Budgeting: Determining Promotional Objectives, Problems in setting objectives, setting objectives for the IMC Program. 	15
2	ELEMENTS OF IMC – I <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. 	15
3	ELEMENTS OF IMC – II <ul style="list-style-type: none"> • Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, 	15



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	<ul style="list-style-type: none"> • Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling 	
4	EVALUATION & ETHICS IN MARKETING COMMUNICATION <ul style="list-style-type: none"> • Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuroscience – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and Facebook likes, response cards, Internet responses, redemption rate, Test Markets – competitive responses, scanner data, Purchase simulation tests • 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. 	15
	TOTAL	60

Course Outcomes:	
	After the completion of the course, students will
CO1	Get introduced to various IMC Tool
CO3	Know ethics and recent trends in communication
CO3	Describe the IMC mix and the IMC planning process.
CO4	Evaluate the communication effects and results of an IMC campaign to determine its success for a variety of brands.

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



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	<ul style="list-style-type: none">• Dutta,Kirti, “Integrated Marketing Communication” Oxford University Press,2016• <u>Gopala krishnan, P S</u>, “Integrated Marketing Communication: Concepts and Cases ” ,ICFAI University Press, 2008
<u>E-Resources</u> Webliography:	



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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Change Management		Course Code: VMCM252	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	02	60
	• Internal Assessment	-	40

Course Objectives:

1	The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.
2	To make students understand various forces for organizational change.

Unit	Content	No. of Lectures
1	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
2	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 of individual resistance, sources of organizational resistance 	15
3	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
4	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 	15



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	Case study on smart change leaders, caselets on Action research	
	TOTAL	60

Course Outcomes:	
CO1	Students can learn what change management is and why it's important for an organization.
CO2	Understanding impact: Students can learn how change management can impact an organization.
CO3	Overcoming resistance: Students can learn ways to overcome resistance to change.
CO4	Students can learn how to prepare for managerial and leadership challenges when dealing with organizational 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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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Training & Development in HRM		Course Code: VMTD253	
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	This paper is not purely 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.

Unit	Content	No. of Lectures
1	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-Implementing– an effective training program. 	15
2	OVERVIEW OF DEVELOPMENT <ul style="list-style-type: none"> • Overview of development– concept, scope, importance & need and features, Human Performance Improvement • Counselling techniques with reference to development employees, society and organization. • Career development– Career development cycle, model for planned self-development, succession planning. 	15



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3	CONCEPT OF MANAGEMENT DEVELOPMENT <ul style="list-style-type: none"> • Concept of Management Development. • Process of MDP. • Programs & methods, importance, evaluating a MDP. 	15
4	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	60

Course Outcomes:

CO1	Learners will understand the importance of training, types of training, assessment of training needs and criteria of designing training programs.
CO2	Learners will understand the development process, method of counselling and career development cycle.
CO3	Method of development, program and techniques of Management development program.
CO4	Students will understand the importance of performance appraisal, talent management and how knowledge management is utilized in organization.

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 Trainer's Handbook- Devendra Agochia
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	<ul style="list-style-type: none">• 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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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Corporate Restructuring		Course Code: VMCR254	
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 impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
2	The subject covers the complex facts of the corporate restructuring process.
3	To give insights about internal and external reconstruction.
4	To impart knowledge relating to mergers and acquisition

Unit	Content	No. of Lectures
1	CORPORATE RESTRUCTURING – INTRODUCTION AND CONCEPTS (only theory) <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
2	ACCOUNTING OF INTERNAL RECONSTRUCTION (Practical and theory) <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 the same. 	15
3	ACCOUNTING OF EXTERNAL RECONSTRUCTION (Amalgamation/ Mergers/ Takeovers and Absorption) (Practical and theory) <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 	15



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	<ul style="list-style-type: none"> • Computation and meaning of purchase consideration and Problems based on purchase method of accounting only 	
4	Impact of Reorganization on the Company - An Introduction(only theory) <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	60

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

Recommended Resources	
Reference Books -	<ul style="list-style-type: none"> • Ramanujam : Mergers et al, LexisNexis Butterworths 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:	



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SY Bachelors of Management Studies (B.M.S)		Semester IV	
Course Name: Strategic Cost Management		Course Code: VMSC255	
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	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.

Unit	Content	No. of Lectures
1	MARGINAL COSTING	15
	a. Introduction to Marginal Costing	
	b. Advantages and Limitations of Marginal Costing	
	c. Cost Volume and Profit Analysis	
	d. Break Even Analysis - Meaning - Graphic Presentation - Margin of Safety	
	e. Practical problems based on the Marginal Costing formulae	
2	MANAGERIAL DECISION MAKING	15
	a. Areas of Decision Making - Make or Buy - Sales Mix decisions - Exploring New Markets - Plant Shut Down decision - Key Factor	
	b. Practical problems	
3	STANDARD COSTING	15
	a. Preliminaries in installing of a Standard Cost System	
	b. Types of Variances - Material Cost Variance - Labour Cost Variance - Variable Overhead Variances - Fixed Overhead Variances	



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	- Sales Variances c. Practical problems	
4	BUDGETARY CONTROL	15
	a. Meaning, Objectives, Advantages and Limitations of Functional Budgets, Fixed and Flexible Budgets	
	b. Zero Based Budgeting and Performance Budgeting	
	c. Practical problems of preparing Flexible Budgets and Functional Budgets	
	TOTAL	60

Course Outcomes:

CO1	Students will be able to prepare Marginal Cost Statement, understand the concept of Profit Volume Ratio, Break Even Point & Margin of Safety.	L1, L2, L4
CO2	Students will be able to understand how decisions are actually taken in practical life by comparing the cost under different scenarios.	L1, L2, L3
CO3	Students will be able to understand how the expenditure & performance is tracked by the corporate managers by comparing actual data with the predetermined standard data & then finding out the variance, if any.	L1, L2
CO4	Students will be able to prepare Fixed Budget, Flexible Budget and various types of Functional Budgets such as Sales Budget, Production Budget, Purchase Budget, Cash Budget, etc.	L1, L2, L4

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. Irwin Inc. Illinois. Cost Accounting – A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar
<u>E-Resources</u> Webliography:	



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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Business Economics – II		Course Code: VMBE256	
Lectures per week (1 Lecture is of 60 minutes)		4	
Number of Credits		4	
Evaluation System	Assessment	Hours	Marks
	• External Assessment	2 hours	60
	• Internal Assessment	-	40

Course Objectives:	
1	It will help students analyse how macroeconomic indicators affect the economy
2	This course, which is a field in Business Economics, will help them evaluate 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.
4	It will help them to analyse changing trends in International as well as domestic markets.

Unit	Content	No. of Lectures
1	INTRODUCTION TO MACROECONOMIC DATA AND THEORY <ul style="list-style-type: none"> • Macroeconomics: Meaning, Scope and Importance. • Circular flow of aggregate income and expenditure: closed and open economy models • The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare. • Short run economic fluctuations : Features and Phases of Trade Cycles • The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output 	1
2	MONEY, INFLATION AND MONETARY POLICY <ul style="list-style-type: none"> • Demand for Money : Classical and Keynesian approaches and Keynes' liquidity preference theory of interest • 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
3	CONSTITUENTS OF FISCAL POLICY	15



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	<ul style="list-style-type: none"> • 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 	
	TOTAL	60

Course Outcomes:

CO1	After the completion of the course students will be able to 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, Ninth 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.
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	<ul style="list-style-type: none"> • 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 • 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:	



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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Corporate and Industrial Law		Course Code: VFCI278	
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	Understand the types, incorporations, and legal framework of a company.
2	Understand provisions of Health, Safety and Welfare of workers in factories.

Unit	Content	No. of Lectures
1	Companies Act, 2013 <ul style="list-style-type: none"> • Classification of companies, Incorporation of a Company • Memorandum of Association, Articles of Association • Doctrine of Alter Ego, Ultra Vires, Constructive Notice, Indoor Management 	15
2	Factories Act, 1948 <ul style="list-style-type: none"> • Definitions (Sec 2(a) to Sec 2(m)) • Health of workers (Sec 11 to 20) • Safety of workers (Sec 21 to 41) • Welfare of workers (Sec 42 to 50) 	15
	TOTAL	30

Course Outcomes:

CO1	Gain knowledge of basic structure of Companies and its legal framework.
CO2	Understand and apply regulation of working conditions for workers in factories.

Recommended Resources

Reference Books -	<ul style="list-style-type: none"> • Companies Act 2013 by Ravi Puliani, Bharat Publication • An introductory guide to Central Labour Legislation – W A Dawson • Industrial Law – P L Malik
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<u>E-Resources</u> Webliography:	
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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: PRODUCTION AND TOTAL QUALITY MANAGEMENT		Course Code: VMPT257	
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 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.

Unit	Content	No. of Lectures
1	PRODUCTION and OPERATION 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 layouts. Importance of purchase management. 	10
2	MATERIALS MANAGEMENT <ul style="list-style-type: none"> Materials Management: Concept, Objectives and importance of materials management various types of Material Handling Systems. Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML, 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 	10
3	BASICS OF PRODUCTIVITY & TQM <ul style="list-style-type: none"> Basics Of Productivity & TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle: objectives of Quality Circles, Ishikawa Fish Bone. Simple numerical on productivity 	10



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	<ul style="list-style-type: none"> Quality Improvement Strategies: Lean Thinking, 6 Sigma features, Enablers, Goals, DMAIC/DMADV 	
	TOTAL	30

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 equipment's 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. The student will be familiarized with various quality improvement strategies like Lean manufacturing, six sigma etc.

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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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Writing Skill in Hindi Language		Course Code: VFWS283	
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	वर्णों को ठीक-ठीक लिखना सीखना तथा सुंदर लेख का अभ्यास करना।
2	शुद्ध अक्षर विन्यास का ज्ञान कराना तथा वाक्य रचना के नियमों से परिचित कराना।
3	विचार तार्किक क्रम में प्रस्तुत करना तथा अनुभवों का लेखन करना।
4	वाक्य रचना, शुद्ध वर्तनी, विराम चिह्नों का प्रयोग सिखाना।
5	छात्रों को सृजनात्मक शक्ति और मौलिक रचना करने में निपुण बनाना।

Units	Module	Lectures
1	संवाद लेखन : अर्थ एवं स्वरूप ब) विविध माध्यमों के लिए संवाद लेखन : धारावाहिक व फिल्म के आधार पर	10
2	पटकथा लेखन : अर्थ, परिभाषा एवं स्वरूप ब) पटकथा लेखन के विविध माध्यम	10
3	समीक्षा लेखन : अर्थ एवं स्वरूप (फिल्म समीक्षा, फिल्म समीक्षा लेखन, पुस्तक समीक्षा, पुस्तक समीक्षा लेखन)	10
	Total Lectures	30

Course Outcomes:	
	After the completion of the course, students will able to
CO1	वर्णों को ठीक-ठीक लिखना सीखना तथा सुंदर लेख का अभ्यास कर सकेंगे।
CO2	शुद्ध अक्षर विन्यास तथा वाक्य रचना के नियमों से परिचित होंगे।



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CO3	विचार तार्किक क्रम में तथा अनुभवों का लेखन कर सकेंगे।
CO4	वाक्य रचना, शुद्ध वर्तनी, विराम चिह्नों का प्रयोग सिखेंगे।
CO5	छात्रों को सृजनात्मक शक्ति और मौलिक रचना करने में निपुण कर सकेंगे।

Recommended Resources	
Reference Books -	<ol style="list-style-type: none"> 1. हिन्दी पत्रकारिता – स्वरूप और संरचना – ग्रंथलोक प्रकाशन, दिल्ली – 110032 2. मीडिया लेखन : सिद्धांत और व्यवहार – डॉ. चंद्रप्रकाश मिश्र, संजय प्रकाशन, नई दिल्ली – 110002 3. प्रयोजनमूलक हिन्दी : सिद्धांत और प्रयोग – दंगल झाल्ट 4. पटकथा लेखन एक परिचय – मनोहर श्याम जोशी, राजकमल प्रकाशन, दिल्ली 5. संवाद भाग 2 – संध्या सिंह, राष्ट्रीय शैक्षिक अनुसंधान और प्रशिक्षक परिषद 6. संवाद पथ – अंबरीष त्रिपाठी, पुस्तक नामा 7. साहित्य समीक्षा के पाश्चात्य मानदंड – डॉ. राजेन्द्र वर्मा, मध्यप्रदेश हिन्दी ग्रंथ अकादमी, भोपाल
E-Resources Webliography:	https://testbook.com/amp/hindi-grammar/samvad-lekhan https://en-m-wikipedia-org.translate.google/wiki/Screenwriting?x_tr_sl=en&x_tr_tl=hi&x_tr_hl=hi&x_tr_pto=wa



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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Writing Skill in Marathi Language (मराठी भाषेतील लेखन कौशल्ये)		Course Code: VFWS284	
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	मराठी भाषेतील प्राथमिक पातळीवरील लेखन कौशल्ये आत्मसात करणे.
2	मराठी भाषेतील लेखन कौशल्याचे उद्दिष्टे, प्रकार व टप्पे समजून घेणे.
3	मराठी भाषेच्या लेखन कौशल्यातील व्यावसायामधील विविध संधी उपलब्ध करून देण्याबाबत प्रोत्साहन देणे.
4	वर्तमान पत्र, इंटरनेटवरील लेखन, लेखक/ कवी, भाषांतर, मसुदा लेखन (Content Writing) इ. कौशल्याचे ज्ञान प्राप्त करून देणे.

<u>Units</u>	<u>Module</u>	<u>Lectures</u>
I	लेखन कौशल्ये स्वरूप उद्दिष्ट्ये आणि टप्पे : लेखन कौशल्याची उद्दिष्ट्ये, लेखन कौशल्याचे टप्पे, लेखनाचे प्रकार	15
II	लेखन कौशल्ये आणि व्यावसायीक संधी : लेखन कौशल्याचे महत्व, वर्तमानपत्रातील लेखन, इंटरनेटवरील लेखन, लेखक/ कवी, भाषांतर, मसुदा लेखन (Content Writing)	15
	Total No. of Lectures	30



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Course Outcomes:	
	After the completion of the course, students will able to
CO1	मराठी भाषेतील प्राथमिक लेखन कौशल्याचे आकलन होऊन ती व्यावहारिक जीवनात आत्मसात करता येतात.
CO2	मराठी भाषेच्या लेखनकौशल्यातील उद्दिष्ट्ये, प्रकार व टप्पे याचे ज्ञान मिळते.
CO3	व्यावसायिक, माध्यमातील लेखन कौशल्ये - वृत्तपत्रे, भाषांतर, इंटरनेटवरील लेखन व Content Writing यावरील लेखन कौशल्ये शिकता येतात.
CO4	भविष्यातील मराठी भाषा लेखनविषयक प्रसार व समाज माध्यमे तसेच व्यावसायातील संधी मिळावी यासाठी प्रयत्नशील राहता येते.

Tutorials

Speaking skills, presentations on soft skills, remedial grammar

Teaching Methodology

Lectures, Flipped Classroom, Presentations, ICT, Case Studies, Demonstrations, Role play, Workshops, Guest Lectures

Recommended Resources

Reference Books -	<ol style="list-style-type: none"> 1) व्यक्तिमत्त्व विकासासाठी संभाषण व लेखन कौशल्ये, संपादक: डॉ. पृथ्वीराज तौर, डॉ. शैलेन्द्र लेंडे, डॉ. वंदना महाजन, अथर्व पब्लिकेशन्स 2) संवाद कौशल्य, डॉ. आशा भागवत, डायमंड पब्लिकेशन 3) भाषा आणि कौशल्य विकास, प्रा. डॉ. संदीप माळी, प्रशांत पब्लिकेशन 4) मध्यमांसाठी लेखन व संवाद कौशल्ये, डॉ. अक्षय घोरपडे, प्रशांत पब्लिकेशन. 5) मराठी भाषा उपयोजन आणि सर्जन, प्रा. सुहासकुमार बोबडे. 6) व्यावहारिक मराठी - डॉ. प्रकाश परब. व्यावहारिक मराठी - ल. रा. नासिराबादकर, फडके प्रकाशन कोल्हापूर
E-Resources Webliography:	<ol style="list-style-type: none"> 1. https://books.google.co.in/books/about/%E0%A4%AD%E0%A4%BE%E0%A4%B7%E0%A4%BE_%E0%A4%86%E0%A4%A3%E0%A4%BF_%E0%A4%95%E0%A5%8C%E0%A4%B6%E0%A4%B2%E0%A5%8D.html?id=Y4nxDwAAQBAJ&redir_esc=y 2. https://www.kopykitab.com/Madhyamansathi-Savand-And-Lekhan-Kaushalye-by-Dr-Akshya-Ghorpade 3. https://www.kopykitab.com/Sanvad-ani-Lekhan-Kaushalye-by-Dr-Akshay-Kishor-Ghorpade



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	4. https://www.kopykitab.com/Bhashik-Kaushalya-Vikas-by-Dr-Haresh-Shelke-Dr-Gitanjali-Chine-Dr-Atul-Chaure
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SY Bachelor of Management Studies (B.M.S.)		Semester IV	
Course Name: Community Engagement Programme		Course Code- VMCE258	
Lectures per week (2 Lectures of 60 minutes)		-	
Number of Credits:		2	
Evaluation System	Assessment	Hours	Marks
	● External Assessment	-	-
	● Internal Assessment	-	50

Community engagement programme for management students:

A programme with the community to identify their problems and giving a hands on solution to their day to day problems. We plan these activities with an aim, Grow together.

- Democratic engagement and community orientation: Students investigate citizenship and service, including democratic principles and values in activities and programs.
- Partnership practices: Students partner with some foundations ,NGO's to understand and help them in carrying their activities related to the specific community. Signal school project .
- To Develop problem-solving skills, critical thinking, and creative skills in students through financial literacy programme for senior citizens .
- Apply theoretical concepts to real-world problems
- Prepare students for future jobs in a changing world
- Develop transferable skills



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EVALUATION PATTERN

INTERNAL EVALUATION

● **For Major, Minor, Open Elective (OE), Vocational & Skill Enhancement (VSEC) 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) 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

● **For Field Project (FP), Community Engagement Programme (CEP) Courses**

Sr. No.	Description	Marks
I	Weekly reporting (Minimum 4 hours/week)	15
II	Writing report	20
III	Viva-voce/presentation	15
	TOTAL MARKS	50



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EXTERNAL EVALUATION		
<ul style="list-style-type: none"> For Major, Minor, Open Elective (OE), Vocational & Skill Enhancement (VSEC) Courses 		
<ul style="list-style-type: none"> 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.		
<ul style="list-style-type: none"> For Ability Enhancement (AEC) 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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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



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