

SCHEME OF MODULES

SEMESTER III			
Serial No	Course code	Credits	Course Name
I	Elective Courses (EC)		
1	BMSS301	03	Equity and Debt Market (Finance)
2	BMSS302	03	Corporate Finance (Finance)
3	BMSS303	03	Consumer Behaviour (Marketing)
4	BMSS304	03	Advertising (Marketing)
II	ABILITY ENHANCEMENT COURSES (AEC)		
IIA	ABILITY ENHANCEMENT COMPULSORY COURSE		
5	BMSS305	03	Information Technology in Business Management - I
IIB	SKILL ENHANCEMENT COURSES		
6	BMSS306	02	Foundation Course (Environmental Management) - III
III	CORE COURSES (CC)		
7	BMSS307	03	Business Planning & Entrepreneurial Management
8	BMSS308	03	Accounting for Managerial Decisions
9	BMSS309	03	Strategic Management
TOTAL CREDITS		20	

SEMESTER IV			
Serial No	Course code	Credits	Course Name
I	Elective Courses (EC)		
1	BMSS401	03	Financial Institutions & Markets (Finance)
2	BMSS402	03	Strategic Cost Management (Finance)
3	BMSS403	03	Integrated Marketing Communication (Marketing)
4	BMSS404	03	Rural Marketing (Marketing)
II	ABILITY ENHANCEMENT COURSES (AEC)		
IIA	ABILITY ENHANCEMENT COMPULSORY COURSE		
5	BMSS405	03	Information Technology in Business Management - II
IIB	SKILL ENHANCEMENT COURSES		
6	BMSS408	02	Foundation Course (Ethics & Governance) - IV
III	CORE COURSES (CC)		
7	BMSS406	03	Business Economics - II
8	BMSS407	03	Business Research Methods
9	BMSS409	03	Production & Total Quality Management
TOTAL CREDITS		20	

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Internal test - Objectives based, 20 marks each (best of two)	20
Presentation/Assignment -Viva/NGO Activity/Internship/ Book Review/Project/ Open Book Test	20
Total	40

B) Semester end examination 60 marks –Paper Pattern

Duration: 2 hours	Total Marks: 60
Particulars	Marks**
Q1. Question 1 (5 Marks x 3) or (7 and 8 Marks) or (15 Marks)	15
Q2. Question 2 (5 Marks x 3) or (7 and 8 Marks) or (15 Marks)	15
Q3. Question 3 (5 Marks x 3) or (7 and 8 Marks) or (15 Marks)	15
Q4. Question 4 (5 Marks x 3) or (7 and 8 Marks) or (15 Marks)	15

****Marks assigned in the external question paper may be based on the weightage (number of lectures) of each module in the syllabus.**

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination

Equity and Debt Market

COURSE CODE: BMSS301

COURSE CREDIT: 03

Course Objectives:

- This paper will enable the students to understand the evolution of various aspects of financial markets.
- To provide understanding of financial instruments, financial market intermediaries and processes
- The knowledge acquired will help the learners in framing the financial policies, development of financial instruments and processes and evolving the strategies during crisis. The teaching will be done mainly through materials available on internet and published research papers.

Syllabus	No of Lectures
<p>Module I : Introduction to Financial Market and Secondary Market</p> <p>a) Financial Market: Meaning, Classification</p> <p>b) Equity market: Meaning, Features of Equity shares; Types, Advantages and Disadvantages of Equity shares. Growth of Corporate sector & simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India & current position.</p> <p>c) Secondary Market:</p> <ol style="list-style-type: none"> i. Definition & functions of stock exchanges ii. Evolution & growth of stock exchanges iii. Stock exchanges in India iv. NSE, BSE OTCEI & overseas stock exchanges v. Dematerialization and Dematerialization vi. Parties involved: Depository, Custodian, Registrar & Transfer Agent, Clearing Members, Clearing Corporation, etc. vii. Stock brokers - Full-fledged and Discount brokers viii. Trade cycle, Process involved in transfer of shares, Stock Classification (NSE) ix. Recent developments in stock exchanges x. Stock market Indices xi. Terminologies: Stock Quote, Market Phases, Circuit Breakers and Price bands, Corporate Actions, Types of Orders and Order matching, Rolling settlement, Block deals and bulk deals. 	20
<p>Module II : Dynamics of Equity Market - Primary Market</p> <ol style="list-style-type: none"> a) Meaning of IPO b) IPO - methods followed - Book building and Fixed Price method c) Role of merchant bankers in fixing the price d) Types of prospectus - Red herring prospectus, Abridged prospectus and Final Prospectus e) Sweat equity, ESOP & Rights issue of shares, Bonus shares f) Other parties involved in IPO g) Procedure to apply for IPO, ASBA h) Follow on Public Issue (FPO), Offer for Sale (OFS), Private Placement, Preferential Issue, Qualified Institutional Placement 	10

<p>Module III : Players in Debt Markets</p> <p>a) Debt market: Evolution of Debt markets in India; Money market & Debt markets in India; Regulatory framework in the Indian Debt market. Relation between Interest rates/Inflation, Debt market and Equity market.</p> <p>b) Players in debt markets:</p> <ol style="list-style-type: none"> i. Govt. securities - types ii. Public sector bonds & corporate bonds iii. Open market operations iv. Security trading corp. of India v. Primary dealers in Govt. securities <p>c) Bonds:</p> <ol style="list-style-type: none"> i. Features of bonds ii. Types of bonds 	15
<p>Module IV : Valuation of Equity & Bonds:</p> <p>Valuation of equity:</p> <ol style="list-style-type: none"> i. Balance sheet valuation ii. Dividend discount model(zero growth, constant growth & multiple growth) iii. Price earning model iv. Factors affecting prices of equity shares <p>Valuation of bonds:</p> <ol style="list-style-type: none"> i. Determinants of the value of bonds ii. Yield to Maturity iii. Interest rate risk iv. Determinants of Interest Rate Risk 	15

REFERENCE BOOKS:

- LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.)
- Security Analysis and Portfolio Management, Ravi Kishor, Taxman Publishers
- Prasanna Chandra - Financial Management - Tata - McGraw Hill
- Allen, Larry (1750-2000). The Global Financial System

Corporate Finance

COURSE CODE: BMSS302

COURSE CREDIT: 03

Course Objectives:

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

Syllabus	No of Lectures
Module I : Introduction a. Introduction to Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Relationship between Finance department and other departments in the organization, Amount of Capitalization, Over Capitalization and Under Capitalization, Fixed capital and Working Capital funds, Types of Working Capital, Types of Charge on Assets. b. Introduction to Corporate Securities: Ordinary Shares, Preference Shares and its types, Creditorship Securities, Debentures and Bonds and their types, Convertible Debentures.	15
Module II : Capital Structure and Leverage a. 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 b. Capital Structure: Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. c. Introduction to concept of Leverage: Operating Leverage, Financial Leverage and Combined Leverage.	20
Module III : Time Value of Money a. Introduction to Time Value of Money : compounding and discounting b. Introduction to basics of Capital Budgeting (time value of money based methods)- Meaning, Features, Techniques : Traditional - Payback Period, Accounting Rate of Return, Discounted - Profitability Index, Discounted Payback Period, NPV and IRR (Net Present Value and Internal Rate of Return) c. Importance of Risk and Return analysis in Corporate Finance	15

<p>Module IV : Mobilization of Funds</p> <p>a. Deposits: Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFCs.</p> <p>b. Brief introduction & sources of Short term Finance: Bank Overdraft, Cash Credit, Factoring</p> <p>c. Sources of Foreign funds: Introduction to External Commercial Borrowings, Foreign Currency Convertible Bonds, Foreign Currency Exchangeable Bonds, Depository Receipts</p> <p>d. Non-fund Based Credit Facilities: Letter of Credit, Bank Guarantee, Line of Credit</p>	<p>10</p>
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REFERENCE BOOKS:

- Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
- M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing Co. Ltd., New Delhi.
- Prasanna Chandra - Financial Management - Tata - McGraw Hill

SYLLABUS UNDER AUTONOMY

Course BMS Semester III

Subject: Consumer Behaviour

Course Code: BMSS303

SEMESTER III

Serial No	Course code	Credits	Course Name
1			ELECTIVE COURSE (EC)
1.1	BMSS303	03	Consumer Behaviour

LEARNING 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.

SYLLABUS

Syllabus	No. of lectures
<p>Introduction To Consumer Behaviour:</p> <ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features and Importance • Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour • Profiling the consumer and understanding their needs • Consumer Involvement • Neuro marketing and Loss Aversion Principle • Application of Consumer Behaviour knowledge in Marketing • Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition. 	16
<p>Individual- Determinants of Consumer Behaviour</p> <ul style="list-style-type: none"> • Consumer Needs & Motivation (Theories - Maslow, Mc Clelland). • Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification. • Self Concept – Concept • Consumer Perception • Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude • Formation & Change. • Attitude - Concept of attitude 	14
<p>Environmental Determinants of Consumer Behaviour</p> <ul style="list-style-type: none"> • Family Influences on Buyer Behaviour, • Roles of different members, needs perceived and evaluation rules. • Factors affecting the need of the family, family life cycle stage and size. • Social Class and Influences. • Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences Ingroup versus out- group influences, role of opinion leaders in diffusion of innovation and in purchase process. • Cultural Influences on Consumer Behaviour Understanding cultural and subcultural influences on individual, norms and their role, customs, traditions and value system 	15
<p>Consumer decision making models and New Trends</p> <p>Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making</p> <ul style="list-style-type: none"> • Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E- Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying 	15

REFERENCES:

- Berger, J- Contagious: Why Things Catch On
- 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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SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Objective type test (Best of 2, 20 marks each)	20
Any one of the following Online course (MOOC Courses)/ Internship in Marketing	20
Total	40

(B) External Assessment 60 marks

PAPER PATTERN

Duration :2 hours
Total Marks: 60

Q.1 Explain the terms (Any 5 out of 8)	15
Q.2 Short notes (Any 3 out of 5)	15
Q.3 Answer the following (Any 2 out of 4)	20
Q.4 Case Study	10
Total	60

Passing criteria: 40% marks for passing. Internals: Minimum

16 out of 40

Externals: Minimum 24 out of 60

Semester III

Subject: Advertising (Marketing Elective)

Subject Code: BMSS304

Serial No	Course code	Credits	Course Name
1			ELECTIVE COURSE (EC)
1.1	BMSS304	03	Advertising (Marketing Elective)

LEARNING 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

Topics	N o · o f l e c t u r e s
Module -1 Introduction to Advertising	15
<ul style="list-style-type: none"> • Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising • Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising, Public Service Advertising, Corporate Advertising, Advocacy Advertising • Theories of Advertising: AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance, Innovation Adoption theory, Ad exposure model, Stimulus – Response Theory, Prospect theory. • Laws in Advertising : Regulatory Bodies, Laws and Regulation • Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising 	
Module-2 Strategy and planning process in Advertising.	15
<ul style="list-style-type: none"> • Advertising Planning process & Strategy : Introduction to Marketing Plan, Advertising Plan-Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools 	

<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 agency – Maintaining Agency–client relationship, Agency Compensation. Some popular advertising agencies and their work. 	
<p>Module – 3 Creativity in Advertising</p>	15
<p>Introduction to Creativity:</p> <ul style="list-style-type: none"> • Definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads. • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc – • Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music) • Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness • Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research 	
<p>Module – 4 Budget, Evaluation, Current trends and careers in Advertising</p>	15
<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, Concept testing v/s Copy testing • Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), Influencer marketing, Co- Marketing, Ambush Advertising, Global Advertising – scope and challenges – current global trends 	

- Careers in Advertising: careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives.

REFERENCES

1. Belch, Michael, “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010
2. Mohan,Manendra“Advertising Management Concept and Cases”,Tata Mcgraw Hill 2008
3. Kleppner,Rassell J;Thomac,Lane W , “Advertising Procedure”,Prentice Hall 1999
4. Shimp, Terence, “Advertising and promotion :An IMC Approach”,Cengage Learning 2007
5. Sharma, Sangeeta and Singh, Raghuvir “Advertising planning and Implementation”,Prentice Hall of India 2006
6. Clow ,Kenneth E and Baack, Donald E “Inetegrated Advertising Promotion and Marketing Communication”,Pearson Edu 2014
7. Duncan,Tom,“Principles of Advertising and IMC”,Tata Mcgraw Hill Pub 2006

BACHELOR OF MANAGEMENT STUDIES SEMESTER III

(Syllabus)

Information Technology in Business Management - I

COURSE CODE:BMSS305 COURSE CREDIT: 03

Course Objectives:

- To make students learn to use computer basic applications practically.
- To make the students understand how technology and business works together.
- To help the students to understand the security to be taken care when technology is in hand.

Sr. No	Syllabus	No. of lectures
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01	<p>Module 1</p> <p>Introduction to IT Support in Management</p> <p>Information Technology concepts Concept of Data, Information and Knowledge Concept of Database • Introduction to Information Systems and its major components. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) ♣ Types of CBIS - brief descriptions and their interrelationships/hierarchies ♣ Office Automation System(OAS) ♣ Transaction Processing System(TPS) ♣ Management Information System(MIS) ♣ Decision Support Systems (DSS) ♣ Executive Information System(EIS) ♣ Knowledge based system, Expert system • Success and Failure of Information Technology. Failures of Nike and AT&T • IT Development Trends. Major areas of IT Applications in Management • Concept of Digital Economy and Digital Organization. • IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</p>	15
02	<p>Module-2</p> <p>Office Automation using MS Office</p> <p>Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature. • Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals,pivot table/chart, goal seek/solver, • Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation</p>	10 + 5 practicals
03	<p>Module-3</p> <p>Email, Internet and its Applications</p> <p>Introduction to Email Writing professional emails Creating digitally signed documents. • Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software • Internet Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Study of LAN, MAN, WAN • DNS Basics.</p>	15

	Domain Name Registration, Hosting Basics. • Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange Introduce Canva, Wordpress	
04	<p>Module-4</p> <p>E-Security Systems</p> <p>Threats to Computer systems and control measures. Types of threats Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management • IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management • Information Systems Security • Security on the internet Network and website security risks Website Hacking and Issues therein. Security and Email • E-Business Risk Management Issues Firewall concept and component, Benefits of Firewall • Understanding and defining Enterprise wide security framework • Information Security Environment in India with respect to real Time Application in Business Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; ECash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions • Threat Hunting Software</p> <p>Case Studies (on security issue among Financial institutions and solutions for same)</p>	15

References:

- V. Rajaraman, 2004, Introduction to information Technology, Prentice-Hall of India, Delhi.
- Alexis Leon, 2002, Fundamentals of Information Technology, New Delhi, Vikas publishing,
- Sanjay Saxena, 1998, A first Course in Computers, New Delhi, Vikas Publishing
- Microsoft Office Professional -Step by step.
- Fundamentals of Cyber Security, Bhushan Mayank

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks

- Semester end examination 60% i.e. 60 marks

Course: Information Technology in Business Management – I Semester III

(A) Internal Assessment 40 marks

Description	Marks
Two internal tests of 20 marks each – (Multiple choice Questions) (Best of two to be considered)	20
Any one of the following Online course (MOOC Courses)/ PPT/Excel based Practicals/ Case study based projects	20
Total	40

B) Semester end examination 60 marks

PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 Explain the terms (Any 5 out of 8)	15
Q.2 Short notes (Any 3 out of 5)	15
Q.3 Answer the following (7/8 or 7/8)	15
Q.4 Short Notes (Any 3 out of 5)	15
OR	
Case Study	
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination.

Note: Under challenging and unforeseen circumstances, all examinations will be conducted through online mode or as directed by the state government and UGC

REVISED SYLLABUS

SEMESTER III

Serial No	Course code	Credits	Course Name
1			ENVIRONMENTAL MANAGEMENT

1.1	BMS S306	02	Foundation Course III
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SEMESTER III

Course: Foundation Course III

COURSE CODE: BMS S306

COURSE CREDIT: 02

Module No.	Topics	Number of lectures
1	<p>Environmental Concepts:</p> <ul style="list-style-type: none"> • Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere • Biogeochemical cycles - Concept and water cycle, nitrogen cycle and carbon cycle • Ecosystem & Ecology; Food chain, food web & Energy flow pyramid • Resources: Meaning, classification <p>A. Renewable & non-renewable), types & Exploitation of Natural resources in sustainable manner</p>	12
2	<p>Environment degradation</p> <ul style="list-style-type: none"> • Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies • Pollution – meaning, types, causes and remedies (air, water and others) • Global warming: meaning, causes and effects. • Disaster Management: meaning, disaster management stages. <ul style="list-style-type: none"> • Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste) • Case studies related to disaster management 	11

3	Sustainability and role of business <ul style="list-style-type: none"> • Sustainability: Definition, importance and Environment Conservation. • Environmental clearance for establishing and operating Industries in India. • EIA, Environmental auditing, ISO 14001 • Salient features of Water Act, Air Act and Wildlife Protection Act. • Carbon bank & Kyoto protocol 	11
4	Innovations in business- an environmental perspective Non-Conventional energy sources- Wind, Bio-fuel, Solar, Tidal and Nuclear Energy. Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Ecofriendly packaging, Waste management projects for profits, other business projects for greener future	11
	Total Lectures	45

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40marks
- Semester end examination 60% i.e. 60marks

(A) Internal Assessment 40marks

Description	Marks
One best out of two tests of 20 marks each- Objective Test	20
Assignment / Project and Viva voce/Case studies/ Outreach programs /Certificate courses.	20
Total	40

(B) External Assessment 60marks

PAPER PATTERN

Duration: 2 hours
Total Marks: 60

Q.1 a)15 marks OR Q1.b)15 marks OR Q1c) 15 marks	15
Q.1 a)15 marks OR Q1.b)15 marks OR Q1c) 15 marks	15
Q.1 a)15 marks OR Q1.b)15 marks OR Q1c) 15 marks	15
Q.4 15 marks OR Short Notes: (Any 3 out of 5) – 5 marks each	15
Note: The 15 marks full length question may be sub divided into 2 questions of 8 or 7 marks each.	

Passing criteria: 40% marks for passing. Internals: Minimum 16 out of 40

Externals: Minimum 24 out of 60

SYLLABUS UNDER AUTONOMY

Course BMS Semester III Subject: Business Planning and Entrepreneurial Management

Course Code: BMSS307

SEMESTER III

Serial No	Course code	Credits	Course Name
			Core Courses (CC)
	BMSS307	03	Business Planning and Entrepreneurial Management

Learning Objectives

Sr No	Objectives
1.	Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.
2.	To develop entrepreneurship qualities & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.

Syllabus	No. of lectures
<p>Unit 1 : Foundations of Entrepreneurship Development:</p> <ul style="list-style-type: none"> ➤ Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur ➤ Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen. 	15
<p>Unit 2 : Types & Classification Of Entrepreneurs</p> <ul style="list-style-type: none"> ➤ Intrapreneur –Concept and Development of Intrapreneurship Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group ➤ Social entrepreneurship–Concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO’s. ➤ Entrepreneurial development Program (EDP)– Concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A) 	15
<p>Unit 3 : Entrepreneur Project Development & Business Plan</p> <ul style="list-style-type: none"> ➤ Innovation, Invention, Creativity, Business Idea, Opportunities through change. ➤ Idea generation– Sources-Development of product /idea, ➤ Environmental scanning and SWOT analysis ➤ Creating Entrepreneurial Venture-Entrepreneurship Development Cycle 	

<ul style="list-style-type: none"> ➤ Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan. ➤ Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership, ➤ Critical Risk Contingencies of the proposal, Scheduling and milestones. 	15
<p>Unit 4 : Venture Development</p> <ul style="list-style-type: none"> ➤ Steps involved in starting of Venture ➤ Institutional support to an Entrepreneur ➤ Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects ➤ Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance. ➤ New trends in entrepreneurship ➤ Preparing of an entrepreneurial career: deciding, identification and selection of business opportunities, market assessment, technology search, production capacity, assessment of infrastructure. 	15

Reference Books:

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur v/s Entrepreneurship- Human Diagno
6. Dr. Vasant Desai, —Small scale industries and entrepreneurship, Himalayan Publishing House
7. Dr. Vasant Desai, —Management of small scale industries , Himalayan Publishing House
8. J.C. Saboo, Megha Biyani, —Management of small scale industries, Himalayan Publishing House
9. Dr. Vasant Desai, —Dynamics of entrepreneurial development and Management Himalayan Publishing House
10. Corporate Entrepreneurship – Paul Burns

11. The Oxford Handbook of Entrepreneurship

12.

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40marks
- Semester end examination 60% i.e. 60marks

- Internal Assessment 40marks

Description	Marks
Best out of 2 class tests of 20 marks each	20
Assignment or Presentation (Setting up a small business idea)	20
Total	40

- Semester end examination 60 marks

PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15
Q.2 15 marks OR 15 marks	15
Q.3 15 marks OR 15 marks	15
Q.4 15 marks (case study) OR Short Notes: (Any 3 out of 5) – 5 marks each	15
Note: The 15 marks full length question may be sub divided into 2 questions of 7 or 8 marks each	

Passing criteria: 40% marks for passing.
Internals: Minimum 16 out of 40

Externals: Minimum 24 out of 60

Accounting for Managerial Decisions (SEMESTER III)

COURSE CODE: BMSS308 COURSE CREDIT: 03

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.
4. To understand various tools available to an organisation for making financial decisions.

Syllabus:

Sr. No	Modules/Units	No of Lectures
1	<p><u>Analysis and Interpretation of Financial statements</u></p> <ul style="list-style-type: none"> • Study of Balance sheet of limited companies, Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies • Vertical Form of Balance Sheet and Profit & Loss A/c-Trend Analysis, Comparative Statement & Common Size. 	15
2	<p><u>Ratio analysis and Interpretation</u></p> <ul style="list-style-type: none"> • Ratio analysis and Interpretation(based on vertical form of financial statements)including conventional and functional classification restricted to: • Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio. • Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio • Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio,Interest Coverage Ratio,Price Earnings Ratio, Dividend per share Ratio, Earnings per share Ratio, Dividend Yield Ratio • Different modes of expressing ratios:-Rate, Ratio, Percentage, Number. <p>Limitations of the use of Ratios.</p>	15
3	<p><u>Cash Flow Statement(Indirect Method only)</u></p> <p>Preparation of cash flow statement(AccountingStandard-3) (revised)</p>	15

4	<p><u>Working capital</u></p> <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 Lectures	60

Reference Books:

- Srivastava R M, Essentials of Business Finance, Himalaya Publications
- Anthony R N and Reece JS - Accounting Principles ,HoomwoodIllinos , Richard D. Irvin
- Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.
- Hingorani NL and ramanthan AR - Management Accounting , New Delhi
- Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
- Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
- Gupta , SP - Management Accounting , Sahitya Bhawan , Agra

**SCHEME OF EXAMINATION FOR
ACCOUNTING FOR MANAGERIAL DECISIONS**

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination

- Internal Assessment 40 marks

Description	Marks
One best out of two tests of 20 marks each	20
Two Assignments of 10 marks each	20
Total	40

(B) Semester end examination 60 marks

PAPER PATTERN

Duration: 2 hours	
Total Marks: 60	
Q.1.15 marks OR 15 marks	15
Q.2. 15 marks OR 15 marks	15
Q.3. 15 marks OR 15 marks	15
Q.4. 15 marks OR 15 marks	15
Note: The 15 marks full length question may be sub divided into questions of 7 marks and 8 marks, or 3 questions of 5 marks each respectively.	

Conduct of Examination:

1. Internal examination in the form of MCQs to be conducted online.
2. Under challenging situation, all examinations (including submission of assignments) will be conducted through online mode or as directed by the State government and UGC.

SEMESTER III

Serial No	Course code	Credits	Course Name
1			DISCIPLINE SPECIFIC ELECTIVE COURSES (DSC)
1.1	BMSS309	03	Strategic Management

Sr. No.	Objectives of the study
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 view points.
3	This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

Course Bachelor in Management Studies Semester: III Subject: Strategic Management

Syllabus	No. of
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	Lectures
Module -1 Introduction <ul style="list-style-type: none"> • Business Policy-Meaning, Nature, Importance • Strategy-Meaning, Definition • Strategic Management-Meaning, Definition, Importance, Strategic management • Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) • Strategic Intent-Mission, Vision, Goals, Objective, Plans Structure- Strategy sequence, Structuralist and Reconstructionist approach. The Three Strategy Propositions- Value, Profit & People, Blue Ocean Strategy and Alignment.	15
Module-2 Strategy Formulation Environment Analysis and Scanning(SWOT) Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization) Business Level Strategy(Cost Leadership, Differentiation, Focus) Functional Level Strategy(R&D, HR, Finance, Marketing, Production)	15
Module-3 Strategic Implementation <ul style="list-style-type: none"> • Models of Strategy making. • Strategic Analysis& Choices &Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S Frame Work • Implementation: Meaning, Steps and implementation at Project, Process, Structural ,Behavioural ,Functional level 	15
Module-4 Strategic Evaluation & Control Strategic Evaluation & Control– Meaning, Steps of Evaluation & Techniques of Control Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. Change Management– Elementary Concept	15

References:

1. Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
2. P.K. Ghosh : Business Policy , Strategy , Planning and Management
3. Christensen , Andrews Dower: Business Policy- Text and Cases
4. William F. Gkycj : Business Policy – Strategy Formation and Management Action
5. Bongee and Colonan : Concept of Corporate Strategy

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

Course : Strategic Management

Semester III

- Internal Assessment 40 marks

Description	Marks
Best out of two multiple choice tests for 20 marks each	20

Any one for 20 marks or any 2 for 10 marks each Project, Presentation and Viva voce/Case studies/Assignments/ Internship /Certificate courses.	20
Total	40

- Semester end examination 60 marks

PAPER PATTERN

Duration :2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15
Q.2 15marks OR 15 marks	15
Q.3 15 marks OR 15 marks	15
Q.4 15 marks OR 15 marks	15
Total	60
Note:	
1. Q.1,2 and 3 - 15 marks question may be divided into sub questions if required.	
2. Q.4 May include theory (short notes) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination

Financial Institutions & Markets

COURSE CODE: BMSS401

COURSE CREDIT: 03

Course Objectives:

- The Course aims at providing the students basic knowledge about the structure, role and functioning of financial institutions and markets in the financial system in India.
- To inculcate understanding relating to managing of financial system.
- The knowledge acquired will help the learners in framing the financial policies, development of financial instruments and processes and evolving the strategies during crisis.
- To facilitate a brief comparison between financial systems in other countries, with India.

Syllabus	No of Lectures
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<p>Module I : Financial System in India and Traditional Financial Services</p> <p>a) Financial System Theoretical Settings: Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in Financial development.</p> <p>b) Structure of Indian financial system: Financial Institutions (Banking & Non Banking), Financial Markets (Organized and Unorganized), Financial Assets/ Instruments, Financial Services (Fund based & Fee Based) – (In details)</p> <p>c) Banking: Types of Deposit facilities, Types of Loan facilities, Agency functions and Utility functions of banks, Role of Commercial banks</p> <p>d) Insurance: Concept, Principles, Characteristics, Basic Terminology, Types of insurance policies, Advantages and Problems, Concept of Reinsurance, Bancassurance</p>	15
<p>Module II : Financial Regulators & Institutions in India (detail discussion on their role and functions) :</p> <p>a) Financial Regulators: Ministry of Finance (Dept of DEA, Expenditure, Revenue, Financial services and Disinvestment). RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA.</p> <p>b) Financial Institutions: IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India (LIC, GIC), NBFC services provided by NBFC.</p> <p>c) Specialized Financial Institutions: EXIM, ECGC, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL.</p>	15
<p>Module III : Financial Markets (In Details)</p> <p>a) Indian Money Market: Meaning, Features, Functions, Importance, Defects, Participants, Components (Organized and Unorganized) (in details) and Reforms</p> <p>b) Commodity and Derivative Markets: Meaning of Derivatives, Features of Futures, Forwards, Options and Swaps, Underlying Assets for Derivatives, Types of Commodities traded, Commodity exchanges</p>	15

c) Cryptocurrency Market: Meaning, Features, Types, Crypto Exchanges, Initial Coin Offerings, Problems, Prospects	
Module IV : Managing Financial Systems Design and New Financial Services a) Financial System Design: Meaning, Stakeholder Lender Conflict, Manager Stock holder conflict, Conflict Resolution and Financial System Design, Bank oriented systems and Market oriented systems its advantages and drawbacks, Dimensions of well-functioning financial systems b) At global level: Financial system designs of Developed countries (Japan, Germany , UK and USA) (Brief Summary) c) Case studies relating to disinvestments polices of PSU in India, Global crises and failures in market systems around world d) Mutual Funds: Concept, Basic Terminology, Features, Structure of mutual fund company, Types of Mutual Fund schemes - traditional and new schemes, Advantages and Problems	15

REFERENCE BOOKS:

- M. Bhole, Financial Institutions and Markets, TATA McGraw Hill
- V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
- Vasant Desai, Indian Financial Systems, Himalaya Publishers

Strategic Cost Management (SEMESTER IV)

COURSE CODE: BMSS402

COURSE CREDIT: 03

Course Objectives:

1. Learners shall 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.
3. To acquaint with the various cost management techniques.

Syllabus:

Sr. No.	Modules/Units	Number of lectures
1	<u>Basics of Cost Accounting and Introduction to Strategic Cost Management(Only theory):</u> Classification of Costs (Concept only), Cost Sheet (practical problems) and Difference between Cost Accounting and Strategic Cost Management,Introduction to Strategic Cost Management, Strategic Cost	20

	Management (SCM): Concept and Philosophy-Objectives of SCM- Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis & Value Engineering, Wastage Control, Disposal Management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost & Supply Cost, Cost Reduction & Product Life Cycle Costing(An Overview)	
2	<u>Activity Based Costing:</u> Activity Based Management and Activity Based Budgeting: Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC), Life Cycle Costing , Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems; Transfer Pricing and Divisional Performance, Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems)	20
3	<u>Strategic Cost Management performance assessment (Only theory):</u> Cost Audit & Management Audit under companies Act, with reference to strategic assessment of cost & managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions- Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages & long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation	08
4	<u>Variance Analysis & Responsibility Accounting (Practical Problems)</u> Standard Costing (Material, Labour, Overhead, Sales & Profit) Responsibility Accounting –Introduction, Types & Evaluation of Profit Centre and Investment Centre	12
	Total Lectures	60

Reference Books:

- Dr. Girish Jakhotiya-Strategic Financial Management
- Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi
- Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Del
- John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press

**SCHEME OF EXAMINATION FOR
STRATEGIC COST MANAGEMENT**

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination

(A) Internal Assessment 40 marks

Description	Marks
One best out of two tests of 20 marks each	20
Assignment	10
**FineAns Case Study	10
Total	40

****FineAns Case Study is an annual competition conducted by the BMS Department for finance students of SYBMS and TYBMS. The cases contain questions from the different elective subjects.**

(B) Semester end examination 60 marks

PAPER PATTERN

Duration: 2 hours	
Total Marks: 60	
Q.1. 15 marks OR 15 marks	15
Q.2. 15 marks OR 15 marks	15
Q.3. 15 marks OR 15 marks	15
Q.4. 15 marks OR 15 marks	15
Note: The 15 marks full length question may be sub divided into questions of 7 marks and 8 marks, or 3 questions of 5 marks each respectively.	

Conduct of Examination:

1. Internal examination in the form of MCQs to be conducted online.

2. Under challenging situation, all examinations (including submission of assignments) will be conducted through online mode or as directed by the State government and UGC.

SYLLABUS UNDER AUTONOMY

Course BMS Semester IV

Subject: Integrated Marketing Communication

(Marketing Elective)

Course Code:BMSS403

Serial No	Course code	Credits	Course Name
1			ELECTIVE COURSE (CC)
1.1	BMSS403	03	Integrated Marketing Communication (Marketing Elective)

LEARNING OBJECTIVES

1	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.
2	To understand the various tools of IMC and the importance of coordinating them for an effective marketing communication program.
3.	To understand the importance of Integrated marketing communications in contemporary scenario

SYLLABUS

Syllabus	No. of lectures
<p>Module -1</p> <p>Introduction to Integrated Marketing Communication</p>	15
<ul style="list-style-type: none"> • Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC. • Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing • Communication process, Traditional and alternative Response Hierarchy Models • Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program. 	
<p>Module – 2</p> <p>Elements of IMC – I</p>	15
<ul style="list-style-type: none"> • Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising. • Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign. 	
<p>Module – 3</p> <p>Elements of IMC – II</p>	15
<ul style="list-style-type: none"> • Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing • Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR, Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship • Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling • Digital marketing – Features, Role of Digital marketing in IMC, Growing 	

importance of digital marketing, Digital marketing tools.	
Module – 4 Evaluation of IMC and current trends	15
<ul style="list-style-type: none"> • Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate • Test Markets – competitive responses, scanner data, Purchase simulation tests <p>Current Trends in IMC – PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</p>	

REFERENCES

- 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”, Cengage Learning 2007
- Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press, 2016
- Gopalakrishnan, P S, “Integrated Marketing Communication: Concepts and Cases”, ICFAI University Press, 2008

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Objective type test (Best of 2, 20 marks each)	20
Presentation on IMC campaign design/ Online Course	20
Total	40

Semester end examination

60 marks

PAPER PATTERN

Duration :2 hours	
Total Marks: 60	
Q.1 Explain the terms (Any 5 out of 8)	15
Q.2 Short notes (Any 3 out of 5)	15
Q.3 Answer the following (Any 2 out of 4)	20
Q.4 Case Study	10
Total	60

Passing criteria: 40% marks for passing. Internals: Minimum 16 out of 40

Externals: Minimum 24 out of 60

SYLLABUS UNDER AUTONOMY

Course BMS Semester IV

Subject: Rural Marketing Course Code:

BMSS404

SEMESTER IV

Serial No	Course code	Credits	Course Name
1			ELECTIVE COURSE (EC)
1.1	BMSS404	03	Rural Marketing

LEARNING OBJECTIVES

1.	The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.
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SYLLABUS

Syllabus	No. of lectures
<p>Introduction To Rural Marketing</p> <ul style="list-style-type: none">• Introduction to Rural Market, Definition & Scope of Rural Marketing.• Rural Market in India-Size & Scope, Emerging Profile of Rural• Problems of rural market.• Constraints in Rural Marketing and Strategies to overcome constraints Markets in India. <p>Rural development as a core area, Efforts put for Rural development by government (A brief Overview).</p>	15
<p>Rural Market</p> <ul style="list-style-type: none">• Characteristics of Rural Consumers.• Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.• Concept of Comparison between rural and urban consumer.• Rural Market Environment: a) Demographics– Population, Occupation Pattern, Literacy Level; b) Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,• Role of Financial Institutions in Rural Marketing.	15

<p>Rural Marketing Mix</p> <ul style="list-style-type: none"> • Relevance of Marketing mix for Rural market/Consumers. • Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. • Nature of Competition in Rural Markets, the problem of Fake Brands • Pricing Strategies & objectives • Promotional Strategies. Segmentation, Targeting & Positioning for rural market. 	15
<p>Rural Marketing Strategies</p> <ul style="list-style-type: none"> • Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Cooperative society, 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

REFERENCES:

- 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
- C.S.G. Krishnamacharyulu & Lalitha Ramkrishnan : Rural Marketing Texts and Cases

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

Internal assessment	40% i.e. 40 marks
Semester end examination	60% i.e. 60 marks

(A) Internal Assessment 40 marks

Description	Marks
Objective type test (Best of 2, 20 marks each)	20
Any one of the following Online course (MOOC Courses) / Case study-based research.	20
Total	40

(B) External Assessment 60 marks

PAPER PATTERN

Duration :2 hours
Total Marks: 60

Q.1 Explain the terms (Any 5 out of 8)	15
Q.2 Short notes (Any 3 out of 5)	15
Q.3 Answer the following (Any 2 out of 4)	20
Q.4 Case Study	10
Total	60

Passing criteria: 40% marks for passing. Internals:

Minimum 16 out of 40

Externals: Minimum 24 out of 60

BACHELOR OF MANAGEMENT STUDIES SEMESTER IV

(Syllabus)

Information Technology in Business Management – II

COURSE CODE: BMSS405 COURSE CREDIT: 03

Course Objectives:

- To understand managerial decision-making and to develop perceptive of major functional area of MIS
- To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
- To learn and understand relationship between database management and data warehouse approaches, the requirements and applications of data warehouse
- To learn outsourcing concepts. BPO/KPO industries, their structures, Cloud computing

Sr. No	Syllabus	No. of lectures
01	<p>Module 1</p> <p>Management Information System</p> <p>Overview of MIS Definition, Characteristics • Subsystems of MIS (Activity and Functional subsystems) • Structure of MIS • Reasons for failure of MIS. • Understanding Major Functional Systems Marketing & Sales Systems Finance & Accounting Systems Manufacturing & Production Systems Human Resource Systems Inventory Systems • Sub systems, description and organizational levels • Decision support system Definition Relationship with MIS Characteristics, classification, objectives, components, applications of DSS • Case studies for DSS</p>	15
02	<p>ERP/E-SCM/E-CRM</p> <p>Concepts of ERP • Architecture of ERP Generic modules of ERP • Applications of ERP • ERP Implementation concepts ERPlifecycle • Concept of XRP (extended ERP) • Features of commercial ERP software Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft • Concept of eCRM E-CRM Solutions and its advantages, How technology helps? • CRM Capabilities and customer Life cycle Privacy Issues and CRM • Data Mining and CRM CRM and workflow Automation • Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture • Major Trends in e-SCM • Case studies ERP/SCM/CRM</p>	15
03	<p>Module-3</p> <p>Introduction to Data base and Data warehouse</p> <p>Introduction to DBMS Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, 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 • Introduction to Business Intelligence • Case Studies on Data Mining.</p>	15
04	<p>Module-4</p> <p>Outsourcing</p> <p>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</p>	15

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

References:

- Data Mining-Concepts and Techniques by Jiawei Han, Micheline Kamber, Jian Pei
- Management Information Systems: Concise Study by Kelkar S. A.
- Management Information System: Text & Cases by Jawadekar W. S.
- Indian Case Studies In Supply Chain Management & Other Learning Resources by: Mohanty, R. P/ Deshmukh, S. G. Biztantra
- Introduction to Data Mining with Case Studies by GK Gupta

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

Course: Information Technology in Business Management - IISemester IV

(B) Internal Assessment 40 marks

Description	Marks
Two internal tests of 20 marks each – (Multiple choice Questions) (Best of two to be considered)	20
Any one of the following Case study/ Online course (MOOC Courses)/ PPT	20
Total	40

C) Semester end examination 60 marks

PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 Explain the terms (Any 5 out of 8)	15
Q.2 Short notes (Any 3 out of 5)	15

Q.3 Answer the following (7/8 or 7/8)	15
Q.4 Short notes (3/5)	15
OR Case Study	
Total	60

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) insemester end examination.

Note: Under challenging and unforeseen circumstances, all examinations will be conductedthrough online mode or as directed by the state government and UGC

SEMESTER IV

Serial No	Course code	Credits	Course Name
3			DISCIPLINE CORE COURSES (CC)
3.2	BMSS406	03	Business Economics II

Course: Business Economics II

COURSE CODE: BMSS406

COURSE CREDIT: 03

S N	Course Objectives
1.	To help students to understand macroeconomic theories and models and how economy as whole works.
2.	To make student understand the root cause of macroeconomic problems and possible solutions for the same.
3.	To familiarize students with the fundamental concepts and issues of public finance and international trade.
4.	To help students be aware of the effects of international trade on our economy and how these theories facilitate the benefit of exchange.
5.	To help the students to analyses public policies and to know its impact on social and economic lives of people.

Course B.Com(Management Studies)

Semester: IV

Subject: Business Economics II

Syllabus	No. of lectures
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<p>Module-1</p> <p>Introduction to Macroeconomics</p> <p>Chapter 1 Macro Economics and National Income Concepts (Chapters 1 and 3 combined) Brief Introduction & Scope of Macro Economics; National Income - Meaning and Importance - Conventional and Green GNP and NNP Concepts - Relationship Between National Income and Economic Welfare.</p> <ul style="list-style-type: none"> • Circular Flow of Aggregate Income and Expenditure : Closed and Open Economy Models • Short run Economic Fluctuations : Features and Phases of Trade Cycles • The Keynesian Principle of Effective Demand : Aggregate Demand and Aggregate Supply – Consumption Function - Investment Function - Effects of Investment Multiplier on Changes in Income and Output 	15
<p>Module-2</p> <p>Money, Inflation and Monetary Policy</p> <ul style="list-style-type: none"> • Money Supply : Determinants of Money Supply – Factor influencing Velocity of Circulation of Money • Demand For Money : Classical and Keynesian Approaches and Keynes' Liquidity Preference Theory of Interest • Money and Prices : Quantity Theory of Money - Fisher's Equation of Exchange - Cambridge Cash Balance Approach • Inflation : Demand Pull Inflation and Cost Push Inflation - Effects of Inflation - Nature of Inflation in a Developing Monetary Policy : Meaning, Objectives and Instruments, inflation Targeting 	15
<p>Module-3</p> <p>3. Constituents of Fiscal Policy</p> <ul style="list-style-type: none"> • Role of Government to provide Public Goods – Principles of Sound and Functional Finance • Fiscal Policy : Meaning, Objectives - Contra Cyclical Fiscal Policy and Discretionary Fiscal Policy • Instruments of Fiscal Policy : Canons of Taxation – Factors Influencing Incidence Of Taxation - Effects of Taxation - Significance of Public Expenditure - Social Security Contributions - Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of Debt Finance • Union Budget : Structure - Deficit Concepts – Fiscal Responsibility and Budget Management Act 	15
<p>Module-4</p> <p>4. Open Economy : Theory and Issues of International Trade</p> <ul style="list-style-type: none"> • The Basis of International Trade : Ricardo's Theory of Comparative Cost Advantage - The Hecksher-Ohlin Theory of Factor Endowments - Terms of Trade - Meaning and Types - Factors Determining Terms of Trade - Gains from Trade - Free Trade versus Protection • Foreign Investment : Foreign Portfolio Investment - Benefits of Portfolio Capital Flows - Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational Corporations 	15

<ul style="list-style-type: none"> • Balance of Payments : Structure - Types of Disequilibrium - Measures to Correct Disequilibrium in BOP • Foreign Exchange and Foreign Exchange Market : Spot and Forward Rate of Exchange - Hedging, Speculation and Arbitrage - Fixed and Flexible Exchange Rates – Managed Flexibility 	
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Remark:

1. Chapter 1 includes Brief meaning & scope of macro economics and different concepts of National Income.

References:

1. Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000)
2. Hirchey .M., Managerial Economics, Thomson South western (2003)
3. Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
4. Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint) 6) Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)
5. Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi,2004)
6. H.L Ahuja, Principles of Macroeconomics (S.Chand Publishing, 2020)
7. H.L Ahuja, Macroeconomics (S.Chand Publishing, 2019)

SEMESTER IV

Serial No	Course code	Credits	Course Name
1			DISCIPLINE SPECIFIC ELECTIVE COURSES (DSC)
1.1	BMSS407	03	Business research Methods

Sr. No.	Objectives of the study
1	The course is designed to inculcate the analytical abilities and research skills among the students.
2	The course intends to give hands on experience and learning in Business Research.

Course Bachelor in Management Studies Semester: IV Subject: Business Research Methods

Syllabus	No. of Lectures
Module -1 Introduction to Business Research Methods Meaning and objectives of research • Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific & Social e)Historical f) Exploratory g) Descriptive h)Causal • Concepts in Research: Variables, Qualitative and Quantitative Research • Stages in research process. • Characteristics of Good Research • Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources. • Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal. • Sampling– a) meaning of sample and sampling, b) methods of sampling-i)Non	15

Probability Sampling– Convenient, Judgment, Quota, Snow ball ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.	
Module-2 Data Collection and Processing <ul style="list-style-type: none"> • Types of data and sources-Primary and Secondary data sources • Methods of collection of primary data a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets) b) Experimental i)Field ii) Laboratory c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews - Method, d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. e) Survey instrument– i) Questionnaire designing. f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale 	15
Module-3 Data Analysis and Interpretation <ul style="list-style-type: none"> • Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note • Analysis of data-Meaning, Purpose, types. • Interpretation of data-Essentials, importance and Significance of processing data • Multivariate analysis– concept only • Testing of hypothesis– concept and problems– i)chi square test, ii) Z and t-test (for large and small sample) <ul style="list-style-type: none"> • Business intelligence and espionage • Data protection and consent (privacy) 	15
Module-4 Advanced technique in Report writing. Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography <ul style="list-style-type: none"> • Ethics and research • Objectivity, Confidentiality and anonymity in Research • Plagiarism 	15

References:

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
3. Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication
4. Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
5. Marketing research and applied orientation, Naresh K Malhotra, Pearson
6. Statistics for management, Levin and Reuben, Prentice Hall.
7. Research Methods for Management: S Shajahan, Jaico Publishing

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40 marks
- Semester end examination 60% i.e. 60 marks

Course : Business Research Methods

Semester IV

- Internal Assessment 40 marks

Description	Marks
Best out of two multiple choice tests for 20 marks each	20

Any one for 20 marks or any 2 for 10 marks each Project, Presentation and Viva voce/Case studies/Assignments/ Internship /Certificate courses.	20
Total	40

- Semester end examination 60 marks

PAPER PATTERN

Duration :2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15
Q.2 15marks OR 15 marks	15
Q.3 15 marks OR 15 marks	15
Q.4 15 marks OR 15 marks	15
Total	60
Note:	
1. Q.1,2 and 3 - 15 marks question may be divided into sub questions if required.	
2. Q.4 May include theory (short notes) /Case Study in one of the options.	

Passing criteria: Minimum 40% in Internal (16 out of 40) and 40% (24 out of 60) in semester end examination

Semester IV

Subject: Foundation Course – IV (Ethics and Governance)

Subject Code: BMS S4 08

Serial No	Course code	Credits	Course Name
1			CORE COURSE (CC)
1.1	BMSS408	02	Foundation Course- IV : Ethics and Governance

LEARNING OBJECTIVES

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

SYLLABUS

Topics	No. of lectures
<p>1. Introduction to Ethics and Business Ethics</p> <ul style="list-style-type: none"> • Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition • Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics <p>Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths about Business Ethics Ethical Performance in Businesses in India</p>	12
<ul style="list-style-type: none"> • Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements • Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India. <p>Ethics in Information Technology related to business: Ethics in E- commerce, Use of Information, Types of Privacy and Privacy Issues, Security, Digital Piracy</p> <ul style="list-style-type: none"> • Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership 	11
<p>Corporate Governance</p> <ul style="list-style-type: none"> • Concept, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992, Corporate Governance Committees in India and their recommendations: 	11

<p>Kumar Mangalam Birla Committee, Narayan Murthy Committee and Kotak Committee. Need for Corporate Governance</p> <ul style="list-style-type: none"> • Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance • Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading 	
<p>Corporate Social Responsibility (CSR)</p> <ul style="list-style-type: none"> • Meaning of CSR, Evolution of CSR, Types of Social Responsibility • Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • Need for CSR • CSR Principles and Strategies • Issues in CSR • Social Accounting • Sachar Committee Report on CSR • Ethical Issues in International Business Practices • Recent Guidelines in CSR • Society's Changing Expectations of Business With Respect to Globalisation • Future of CSR 	<p>11</p>

REFERENCES

1. Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2nd Edition
2. C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
3. Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition
4. Richard T DeGeorge, Business Ethics, Pearson, 7th Edition
5. Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008
6. S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010
7. Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

SYLLABUS UNDER AUTONOMY

Course BMS Semester IV Subject: Production and Total Quality Management

Course Code: BMSS409

SEMESTER IV

Serial No	Course code	Credits	Course Name
			Core Courses (CC)
	BMSS409	03	Production & Total Quality Management

Learning Objectives

Sr No	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.

Syllabus	No. of lectures
<p>Unit 1 : Production Management:</p> <ul style="list-style-type: none"> ➤ Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. ➤ Product Development, Classification and Product Design. ➤ Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. ➤ Importance of purchase management. 	16
<p>Unit 2 : Materials Management:</p> <ul style="list-style-type: none"> ➤ Materials Management: Concept, Objectives and importance of materials management. Various types of Material Handling Systems. ➤ Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock. 	14

<p>Unit 3 : Basics of Productivity &TQM</p> <ul style="list-style-type: none"> ➤ Basics of Productivity &TQM:Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy. ➤ Product & Service Quality Dimensions, SERVQUAL, Characteristics of Quality, Quality Assurance, Quality Circle: Objectives of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity. 	<p>16</p>
<p>Unit 4 : Quality Improvement Strategies &Certifications</p> <ul style="list-style-type: none"> ➤ Quality Improvement Strategies &Certifications:Lean Thinking, KepnerTregor Methodology of problem solving, Goals, DMAIC/DMADV. ➤ ISO 9000,ISO 1400, QS9000. ➤ Just-In-Time: Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains 	<p>14</p>

Reference Books:

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb
3. K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. SrinivasGondhalekar and UdaySalunkhe, “Productivity Techniques”, HimalayaPublishing House
6. Gerard Leone and Richard D. Rahn, “Productivity Techniques”, Jaico Book House
7. John S. Oakland, “TQM: Text with Cases”, Butterworth-Heinemann
8. David J. Sumanth, “Total Productivity Management (TPmgt): A systematic and quantitativeapproach to compete in quality, price and time”, St. Lucie Press

SCHEME OF EXAMINATION

The scheme of examination shall be divided into two parts:

- Internal assessment 40% i.e. 40marks
- Semester end examination 60% i.e. 60marks

- Internal Assessment 40marks

Description	Marks
Best out of 2 class tests of 20 marks each	20
Assignment or Presentation (Setting up a production unit as a startup)	20
Total	40

- Semester end examination 60marks

External PAPER PATTERN

Duration : 2 hours	
Total Marks: 60	
Q.1 15 marks OR 15 marks	15
Q.2 15 marks OR 15 marks	15
Q.3 15 marks OR 15 marks	15
Q.4 15 marks (Case Study) OR Short Notes: (Any 3 out of 5) – 5 marks each	15
Note: The 15 marks full length question may be sub divided into 2 questions of 7 or 8 marks each	

Passing criteria: 40% marks for passing.

Internals: Minimum 16 out of 40

Externals: Minimum 24 out of 60