



*Hindi Vidya Prachar Samiti's*

***Ramniranjan Jhunjunwala College***  
***of Arts, Science & Commerce***  
***(Autonomous College)***



Affiliated to

**UNIVERSITY OF MUMBAI**

***Syllabus for the S.Y.BMS***

***Program: Bachelor of Management Studies.***

***Course: Management Studies***

*(Adapted from the Credit Based Semester and Grading System S.Y.BMS Syllabus of University of Mumbai 2018-19)*

**S.Y.BMS Syllabus Semester III & IV**

**DISTRIBUTION OF TOPICS AND CREDITS**

**SY BMS SEMESTER – III**

**S.Y.BMS SEMESTER III - Elective Course (Finance)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS301A</b>	<i>Introduction to Cost Accounting</i>	3	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Elements of Cost</li> <li>3. Cost Projection</li> <li>4. Emerging Cost Concepts</li> </ol>
<b>RJCUBMS302A</b>	<i>Corporate Finance</i>	3	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Capital Structure and Leverage</li> <li>3. Time Value of Money</li> <li>4. Mobilisation of Funds</li> </ol>

**S.Y.BMS SEMESTER III - Elective Course (Marketing)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS301B</b>	<i>Consumer Behaviour</i>	3	<ol style="list-style-type: none"> <li>1. Introduction To Consumer Behaviour</li> <li>2. Individual- Determinants of Consumer Behaviour</li> <li>3. Environmental Determinants of Consumer Behaviour</li> <li>4. Consumer decision making models and New Trends</li> </ol>
<b>RJCUBMS302B</b>	<i>Advertising</i>	3	<ol style="list-style-type: none"> <li>1. Introduction to Advertising</li> <li>2. Strategy and Planning Process in Advertising</li> <li>3. Creativity in Advertising</li> <li>4. Budget, Evaluation, Current trends and careers in Advertising</li> </ol>

**S.Y.BMS SEMESTER III - Elective Course (Human Resource)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS301C</b>	<i>Employees Relations &amp; Welfare</i>	3	<ol style="list-style-type: none"> <li>1. Overview of Employee Relations and Collective Bargaining</li> <li>2. Overview of Employee Welfare</li> <li>3. Welfare and Work Environment Management</li> <li>4. Workers Participation and Employee Grievance</li> </ol>
<b>RJCUBMS302C</b>	<i>Organisation Behaviour &amp; HRM</i>	3	<ol style="list-style-type: none"> <li>1. Organisational Behaviour - I</li> <li>2. Organisational Behaviour - II</li> <li>3. Human Resource Management - I</li> <li>4. Human Resource Management - II</li> </ol>

**S.Y.BMS SEMESTER III - Core Course**

**S.Y.BMS Syllabus Semester III & IV**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS303</b>	<i>Business Planning &amp; Entrepreneurial Management</i>	3	<ol style="list-style-type: none"> <li>1. Foundations of Entrepreneurship Development</li> <li>2. Types &amp; Classification Of Entrepreneurs</li> <li>3. Entrepreneur Project Development &amp; Business Plan</li> <li>4. Venture Development</li> </ol>
<b>RJCUBMS304</b>	<i>Accounting for Managerial Decisions</i>	3	<ol style="list-style-type: none"> <li>1. Analysis and Interpretation of Financial statements</li> <li>2. Ratio analysis and Interpretation</li> <li>3. Cash flow statement</li> <li>4. Working capital</li> </ol>
<b>RJCUBMS305</b>	<i>Strategic Management</i>	3	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Strategy Formulation</li> <li>3. Strategic Implementation</li> <li>4. Strategic Evaluation &amp; Control</li> </ol>

**S.Y.BMS SEMESTER III – Ability Enhancement Course (AEC)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS306</b>	<i>Information Technology in Business Management - I</i>	3	<ol style="list-style-type: none"> <li>1. Introduction to IT Support in Management</li> <li>2. Office Automation using MS-Office</li> <li>3. Email, Internet and its Applications</li> <li>4. E-Security</li> </ol>

**S.Y.BMS SEMESTER III – Skill Enhancement Course (SEC)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS307</b>	<i>Foundation Course (Environmental Management) - III</i>	2	<ol style="list-style-type: none"> <li>1. Environmental Concepts</li> <li>2. Environment degradation</li> <li>3. Sustainability and role of business</li> <li>4. Innovations in business- an environmental Perspective</li> </ol>

**SY BMS SEMESTER – IV**

**S.Y.BMS SEMESTER IV - Elective Course (Finance)**

**S.Y.BMS Syllabus Semester III & IV**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS401A</b>	<i>Auditing</i>	3	<ol style="list-style-type: none"> <li>1. Introduction to Auditing</li> <li>2. Audit Planning, Procedures and Documentation</li> <li>3. Auditing Techniques and Internal Audit Introduction</li> <li>4. Auditing Techniques: Vouching &amp; Verification</li> </ol>
<b>RJCUBMS402A</b>	<i>Strategic Cost Management</i>	3	<ol style="list-style-type: none"> <li>1. Introduction to Strategic Cost Management (Only Theory)</li> <li>2. Activity Based Costing</li> <li>3. Strategic Cost Management performance assessment (Only theory)</li> <li>4. Variance Analysis &amp; Responsibility Accounting (Practical Problems)</li> </ol>

**S.Y.BMS SEMESTER IV - Elective Course (Marketing)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS401B</b>	<i>Integrated Marketing Communication</i>	3	<ol style="list-style-type: none"> <li>1. Introduction to Integrated Marketing Communication</li> <li>2. Elements of IMC – I</li> <li>3. Elements of IMC – II</li> <li>4. Evaluation &amp; Ethics in Marketing Communication</li> </ol>
<b>RJCUBMS402B</b>	<i>Rural Marketing</i>	3	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Rural Market</li> <li>3. Rural Marketing Mix</li> <li>4. Rural Marketing Strategies</li> </ol>

**S.Y.BMS SEMESTER IV - Elective Course (Human Resource)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS401C</b>	<i>Training &amp; Development in HRM</i>	3	<ol style="list-style-type: none"> <li>1. Overview of Training</li> <li>2. Overview of development</li> <li>3. Concept of Management development</li> <li>4. Performance measurement, Talent management &amp; Knowledge management</li> </ol>
<b>RJCUBMS402C</b>	<i>Change Management</i>	3	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. Impact of Change</li> <li>3. Resistance to Change</li> <li>4. Effective Implementation of Change</li> </ol>

**S.Y.BMS SEMESTER IV - Core Course**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS403</b>	<i>Business Economics-II</i>	3	<ol style="list-style-type: none"> <li>1. Introduction to Macroeconomic Data and Theory</li> </ol>

**S.Y.BMS Syllabus Semester III & IV**

			<ol style="list-style-type: none"> <li>2. Money, Inflation and Monetary Policy</li> <li>3. Constituents of Fiscal Policy</li> <li>4. Open Economy : Theory and Issues of International Trade</li> </ol>
<b>RJCUBMS404</b>	<i>Business Research Methods</i>	3	<ol style="list-style-type: none"> <li>1. Introduction to business research methods</li> <li>2. Data collection and Processing</li> <li>3. Data analysis and Interpretation</li> <li>4. Advanced techniques in Report Writing</li> </ol>
<b>RJCUBMS405</b>	<i>Production &amp; Total Quality Management</i>	3	<ol style="list-style-type: none"> <li>1. Production Management</li> <li>2. Materials Management</li> <li>3. Basics Of Productivity &amp; TQM</li> <li>4. Quality Improvement Strategies &amp; Certifications</li> </ol>

**S.Y.BMS SEMESTER IV – Ability Enhancement Course (AEC)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS406</b>	<i>Information Technology in Business Management - II</i>	3	<ol style="list-style-type: none"> <li>1. Cloud computing</li> <li>2. Tally</li> <li>3. Introduction to databases and RDBMS using Oracle</li> <li>4. Outsourcing</li> </ol>

**S.Y.BMS SEMESTER IV – Skill Enhancement Course (SEC)**

<b>Course</b>	<b>Nomenclature</b>	<b>Credits</b>	<b>Topics</b>
<b>RJCUBMS407</b>	<i>Foundation Course (Ethics &amp; Governance) - IV</i>	2	<ol style="list-style-type: none"> <li>1. Introduction to Ethics and Business Ethics</li> <li>2. Ethics in Marketing, Finance and HRM</li> <li>3. Corporate Governance</li> <li>4. Corporate Social Responsibility (CSR)</li> </ol>

**S.Y.BMS SEMESTER III - Elective Course (Finance)**

<b>SEMESTER III (PRACTICAL)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Introduction to Cost Accounting</b>	<b>Paper Code: RJCUBMS301A</b>	60	3
<b>UNIT I</b>		15	

**S.Y.BMS Syllabus Semester III & IV**

<b>Introduction</b>			
<ul style="list-style-type: none"> <li>• <i>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)</i></li> </ul>			
<b>UNIT II</b>		20	
<b>Elements of Cost</b>			
<ul style="list-style-type: none"> <li>• <b>Material Costing-</b> Stock valuation (FIFO &amp; weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems)</li> <li>• <b>Labour Costing</b> – (Bonus and Incentive Plans) (Practical Problems)</li> <li>• <b>Overhead Costing</b> (Primary and Secondary Distribution)</li> </ul>			
<b>UNIT III</b>		15	
<b>Cost Projection</b>			
<ul style="list-style-type: none"> <li>• <i>Cost Sheet (Current and Estimated) (Practical Problems)</i></li> <li>• <i>Reconciliation of financial accounts and cost accounting (Practical Problems)</i></li> </ul>			
<b>UNIT IV</b>		10	
<b>Emerging Cost Concepts</b>			
<ul style="list-style-type: none"> <li>• <i>Uniform Costing and Inter-firm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard</i></li> <li>• <u><i>Marginal Costing - Profit-Volume Ratio, Break even Point, Margin of Safety Application of Break Even Analysis</i></u></li> </ul>			
<b>SEMESTER III (PRACTICAL)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Corporate Finance</b>	<b>Paper Code: RJCUBMS302A</b>	60	3
<b>UNIT I</b>		15	
<b>Introduction</b>			
<ul style="list-style-type: none"> <li>• <i>Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed</i></li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<p>capital and Working Capital funds.</p> <ul style="list-style-type: none"> <li>• <b>Introduction to ownership securities</b>– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.</li> </ul>		
<b>UNIT II</b>	15	
<b>Capital Structure and Leverage</b>		
<ul style="list-style-type: none"> <li>• Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision.</li> <li>• 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.</li> <li>• Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.</li> </ul>		
<b>UNIT III</b>	15	
<b>Time Value of Money</b>		
<ul style="list-style-type: none"> <li>• Introduction to Time Value of Money – compounding and discounting</li> <li>• Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)</li> <li>• Importance of Risk and Return analysis in Corporate Finance</li> </ul>		
<b>UNIT IV</b>	15	
<b>Mobilisation of Funds</b>		
<ul style="list-style-type: none"> <li>• Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors,</li> <li>• RBI and public deposits with NBFC's.</li> <li>• Foreign capital and collaborations, Foreign direct Investment (FDI)</li> <li>• Emerging trends in FDI</li> <li>• Global Depository Receipts, Policy development, Capital flows and Equity Debt.</li> <li>• Brief introduction &amp; sources of short term Finance Bank Overdraft, Cash Credit, Factoring</li> </ul>		

**S.Y.BMS SEMESTER III - Elective Course (Marketing)**

<b>SEMESTER III (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Consumer Behaviour</b>	<b>Paper Code: RJCUBMS301B</b>	60	3
<b>UNIT I</b>		14	

**S.Y.BMS Syllabus Semester III & IV**

<b>Introduction To Consumer Behaviour</b>		
<ul style="list-style-type: none"> <li>• <i>Meaning of Consumer Behaviour, Features and Importance</i></li> <li>• <i>Types of Consumer (Institutional &amp; Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour</i></li> <li>• <i>Profiling the consumer and understanding their needs</i></li> <li>• <i>Consumer Involvement</i></li> <li>• <i>Application of Consumer Behaviour knowledge in Marketing</i></li> <li>• <i>Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition.</i></li> </ul>		
<b>UNIT II</b>	16	
<b>Individual- Determinants of Consumer Behaviour</b>		
<ul style="list-style-type: none"> <li>• <i>Consumer Needs &amp; Motivation (Theories - Maslow, Mc Cleland).</i></li> <li>• <i>Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification.</i></li> <li>• <i>Self Concept – Concept</i></li> <li>• <i>Consumer Perception</i></li> <li>• <i>Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude Formation &amp; Change.</i></li> <li>• <i>Attitude - Concept of attitude</i></li> </ul>		
<b>UNIT III</b>	15	
<b>Environmental Determinants of Consumer Behaviour</b>		
<ul style="list-style-type: none"> <li>• <i>Family Influences on Buyer Behaviour,</i></li> <li>• <i>Roles of different members, needs perceived and evaluation rules.</i></li> <li>• <i>Factors affecting the need of the family, family life cycle stage and size.</i></li> <li>• <i>Social Class and Influences.</i></li> <li>• <i>Group Dynamics &amp; Consumer Reference Groups, Social Class &amp; 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.</i></li> <li>• <i>Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.</i></li> </ul>		
<b>UNIT IV</b>	15	
<b>Consumer decision making models and New Trends</b>		
<ul style="list-style-type: none"> <li>• <i>Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making</i></li> <li>• <i>Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles</i></li> <li>• <i>E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer,</i></li> </ul>		



**S.Y.BMS Syllabus Semester III & IV**

<i>Influences on E-buying</i>			
<i>The Global CB &amp; online buying behaviour - consumer habits &amp; perception of emerging non-store choice - Research &amp; application of consumer response to direct marketing approach;</i>			
<b>SEMESTER III (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Advertising</b>	<b>Paper Code: RJCUBMS302B</b>	60	3
<b>UNIT I</b>		15	
<b>Introduction to Advertising</b>			
<ul style="list-style-type: none"> <li>• <i>Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</i></li> <li>• <i>Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising</i></li> <li>• <i>Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance</i></li> <li>• <i>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</i></li> <li>• <i>Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising</i></li> </ul>			
<b>UNIT II</b>		15	
<b>Strategy and Planning Process in Advertising</b>			
<ul style="list-style-type: none"> <li>• <i>Advertising Planning process &amp; 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</i></li> <li>• <i>Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC</i></li> <li>• <i>Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</i></li> </ul>			
<b>UNIT III</b>		15	
<b>Creativity in Advertising</b>			
<ul style="list-style-type: none"> <li>• <i>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.</i></li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –</li> <li>• Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</li> <li>• Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</li> <li>• 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</li> </ul>		
<b>UNIT IV</b>	15	
<b>Budget, Evaluation, Current trends and careers in Advertising</b>		
<ul style="list-style-type: none"> <li>• Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</li> <li>• 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</li> <li>• Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends</li> <li>• Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</li> </ul>		

**S.Y.BMS SEMESTER III - Elective Course (Human Resource)**

<b>SEMESTER III (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Employee Relation &amp; Welfare</b>	<b>Paper Code: RJCUBMS301C</b>	60	3
<b>UNIT I</b>		15	
<b>Overview of Employee Relations and Collective Bargaining</b>			

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• <i>Employee Relations - Meaning, Scope, Elements of Employee Relations, Role of HR in Employee Relations</i></li> <li>• <i>Employee Relation Policies – Meaning and Scope.</i></li> <li>• <i>Ways to Improve Employee Relations</i></li> <li>• <i>Collective Bargaining – Meaning, Characteristics, Need and Importance, Classification of collective bargaining - Distributive bargaining, Integrative bargaining, Attitudinal structuring and Intra-organizational bargaining; Principles of Collective Bargaining, Process, Causes for Failure of Collective Bargaining, Conditions for Successful Collective Bargaining</i></li> <li>• <i>Collective Bargaining Strategies - Parallel or Pattern Bargaining, Multi-employer or Coalition Bargaining, Multi-unit or Coordinated Bargaining, and Single-unit Bargaining</i></li> <li>• <i>Current Trends in Collective Bargaining</i></li> </ul>		
<b>UNIT II</b>	15	
<b>Overview of Employee Welfare</b>		
<ul style="list-style-type: none"> <li>• <i>Meaning, Need for Employee Welfare, Principles of Employee/ Labour Welfare, Scope for Employee/ Labour Welfare in India, Types of Welfare Services – Individual and Group.</i></li> <li>• <i>Historical Development of Employee/ Labour Welfare in India – Pre and Post-Independence, Employee/ Labour Welfare Practices in India</i></li> <li>• <i>Approaches to Employee/ Labour Welfare – Paternalistic, Atomistic, Mechanistic, Humanistic approach</i></li> <li>• <i>Theories of Employee Welfare–Policing Theory, Religion Theory, Philanthropic Theory, Trusteeship Theory, Public Relations Theory, Functional Theory</i></li> <li>• <i>Administration of Welfare Facilities – Welfare Policy, Organisation of Welfare, Assessment of Effectiveness.</i></li> </ul>		
<b>UNIT III</b>	15	
<b>Welfare and Work Environment Management</b>		
<ul style="list-style-type: none"> <li>• <i>Agencies for Labour Welfare – Central Government, State Government, Employers, Trade Union</i></li> <li>• <i>Women Welfare - Meaning, Need for women welfare, Provision of Factories Act as applicable for women welfare</i></li> <li>• <i>Responsibility of Employers towards labour welfare</i></li> <li>• <i>Work Environment Management – Meaning, Need for healthy work environment, measures for providing healthy work, Fatigue at work – Meaning, Causes and Symptoms of Fatigue, Boredom at Workplace – Meaning, Hazards at Workplace – Meaning, Types of Hazards – Physical and Social, Hazard Management – Meaning and Process, Hazard Audit - Concept</i></li> <li>• <i>Accidents and Safety Issues at Workplace – Safety, Safety Culture</i></li> </ul>		
<b>UNIT IV</b>	15	
<b>Workers Participation and Employee Grievance</b>		
<ul style="list-style-type: none"> <li>• <i>Workers Participation in Management – Concept, Pre-requisites, forms &amp; levels of participation, Benefit of Workers Participation in Management, Importance of employee stock option plans as a method of participation.</i></li> <li>• <i>Employee Grievance – Meaning, Features, Causes and Effects of Employee Grievances, Employee Grievance Handling Procedure, Effective Ways of</i></li> </ul>		

**S.Y.BMS Syllabus Semester III & IV**

<p><i>Handling Grievance</i></p> <ul style="list-style-type: none"> <li>• <i>Role of Industrial Relations Manager in Promoting &amp; Establishing Peaceful Employee Relations</i></li> <li>• <i>Employee Discipline : Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its enforcement</i></li> </ul>			
<b>SEMESTER III (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Organisation Behaviour &amp; HRM</b>	<b>Paper Code: RJCUBMS302C</b>	60	3
<b>UNIT I</b>		12	
<b>Organisational Behaviour I</b>			
<ul style="list-style-type: none"> <li>• <i>Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB</i></li> <li>• <i>Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture &amp; Climate</i></li> <li>• <i>Individual and Group Behaviour-OB models–Autocratic, Custodial, Supportive, Collegial &amp; SOBC in context with Indian OB</i></li> <li>• <i>Human Relations and Organizational Behaviour</i></li> </ul>			
<b>UNIT II</b>		13	
<b>Organisational Behaviour II</b>			
<ul style="list-style-type: none"> <li>• <i>Managing Communication: Conflict management techniques.</i></li> <li>• <i>Time management strategies.</i></li> <li>• <i>Learning Organization and Organizational Design</i></li> <li>• <i>Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing</i></li> </ul>			
<b>UNIT III</b>		17	
<b>Human Resource Management-I</b>			
<ul style="list-style-type: none"> <li>• <i>HRM-Meaning, objectives, scope and functions</i></li> <li>• <i>HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies</i></li> <li>• <i>HRD-Concept ,meaning, objectives, HRD functions</i></li> </ul>			
<b>UNIT IV</b>		18	
<b>Human Resource Management-II</b>			
<ul style="list-style-type: none"> <li>• <i>Performance Appraisal: concept, process, methods and problems, KRA'S</i></li> <li>• <i>Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.</i></li> <li>• <i>Career planning-concept of career Planning, Career stages and carrier planning</i></li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

**S.Y.BMS SEMESTER III - Core Course**

<b>SEMESTER III (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Business Planning &amp; Entrepreneurial Management</b>	<b>Paper Code: RJCUBMS303</b>	60	3
<b>UNIT I</b>		15	
<b>Foundations of Entrepreneurship Development</b>			
<ul style="list-style-type: none"> <li>• <b>Foundations of Entrepreneurship Development:</b> Concept and Need of Entrepreneurship Development, Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities, Characteristics and qualities of entrepreneur</li> <li>• <b>Theories of Entrepreneurship:</b> Innovation Theory by Schumpeter &amp; Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen</li> <li>• <b>External Influences on Entrepreneurship Development:</b> Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development.</li> </ul>			
<b>UNIT II</b>		15	
<b>Types &amp; Classification Of Entrepreneurs</b>			
<ul style="list-style-type: none"> <li>• <b>Intrapreneur –</b>Concept and Development of Intrapreneurship</li> <li>• <b>Women Entrepreneur –</b> concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group</li> <li>• <b>Social entrepreneurship–</b>concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's.</li> <li>• <b>Entrepreneurial development Program (EDP)–</b> concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&amp;A)</li> </ul>			
<b>UNIT III</b>		15	
<b>Entrepreneur Project Development &amp; Business Plan</b>			
<ul style="list-style-type: none"> <li>• <b>Innovation, Invention, Creativity, Business Idea, Opportunities through change.</b></li> <li>• <b>Idea generation–</b> Sources-Development of product /idea,</li> <li>• <b>Environmental scanning and SWOT analysis</b></li> <li>• <b>Creating Entrepreneurial Venture-Entrepreneurship Development Cycle</b></li> <li>• <b>Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan.</b></li> <li>• <b>Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &amp; Management, Ownership,</b></li> <li>• <b>Critical Risk Contingencies of the proposal, Scheduling and milestones.</b></li> <li>• <b>Elements of Business Plan, objectives, market and feasibility analysis, marketing, finance, organisation and management, operations &amp; logistics &amp; SCM</b></li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<b>UNIT IV</b>		15	
<b>Venture Development</b>			
<ul style="list-style-type: none"> <li>• Steps involved in starting of Venture</li> <li>• Institutional support to an Entrepreneur</li> <li>• Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</li> <li>• Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.</li> <li>• New trends in entrepreneurship</li> <li>• Ventrure development in start –ups</li> </ul>			
<b>SEMESTER III (PRACTICAL)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Accounting for Managerial Decisions</b>	<b>Paper Code: RJCUBMS304</b>	60	3
<b>UNIT I</b>		15	
<b>Analysis and Interpretation of Financial statements</b>			
<ul style="list-style-type: none"> <li>• Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies</li> <li>• Vertical Form of Balance Sheet and Profit &amp; Loss A/c-Trend</li> <li>• Analysis, Comparative Statement &amp; Common Size.</li> </ul>			
<b>UNIT II</b>		15	
<b>Ratio analysis and Interpretation</b>			
<ul style="list-style-type: none"> <li>• <b>Ratio analysis and Interpretation</b>(based on vertical form of financial statements)including conventional and functional classification restricted to:</li> <li>• <b>Balance sheet ratios:</b> Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.</li> <li>• Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio</li> <li>• <b>Combined ratios:</b> 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,</li> <li>• <b>Different modes of expressing ratios:-</b>Rate, Ratio, Percentage, Number. Limitations of the use of Ratios</li> </ul>			
<b>UNIT III</b>		15	
<b>Cash flow statement</b>			
<ul style="list-style-type: none"> <li>• Preparation of cash flow statement(AccountingStandard-3(revised))</li> </ul>			
<b>UNIT IV</b>		15	

**S.Y.BMS Syllabus Semester III & IV**

<b>Working capital</b>			
<ul style="list-style-type: none"> <li>Working capital-Concept, Estimation of requirements in case of Trading &amp; Manufacturing Organizations.</li> <li>Receivables management-Meaning &amp; Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]</li> </ul>			
<b>SEMESTER III (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Strategic Management</b>	<b>Paper Code: RJCUBMS305</b>	60	3
<b>UNIT I</b>		12	
<b>Introduction</b>			
<ul style="list-style-type: none"> <li>Business Policy-Meaning, Nature, Importance</li> <li>Strategy-Meaning, Definition</li> <li>Strategic Management-Meaning, Definition, Importance, Strategic management</li> <li>Process &amp; Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)</li> <li>Strategic Intent-Mission, Vision, Goals, Objective, Plans</li> </ul>			
<b>UNIT II</b>		16	
<b>Strategy Formulation</b>			
<ul style="list-style-type: none"> <li>Environment Analysis and Scanning (SWOT)</li> <li>Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</li> <li>Business Level Strategy (Cost Leadership, Differentiation, Focus)</li> <li>Functional Level Strategy (R&amp;D, HR, Finance, Marketing, Production)</li> </ul>			
<b>UNIT III</b>		18	
<b>Strategic Implementation</b>			
<ul style="list-style-type: none"> <li>Models of Strategy making.</li> <li>Strategic Analysis &amp; Choices &amp; Implementation: BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Frame Work</li> <li>Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional level.</li> </ul>			
<b>UNIT IV</b>		14	
<b>Strategic Evaluation &amp; Control</b>			
<ul style="list-style-type: none"> <li>Strategic Evaluation &amp; Control- Meaning, Steps of Evaluation &amp; Techniques of Control</li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy &amp; its Relevance.</li> <li>• Change Management– Elementary Concept</li> </ul>		
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**S.Y.BMS SEMESTER III – Ability Enhancement Course (AEC)**

<b>SEMESTER III (THEORY &amp; PRACTICAL)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Information Technology in Business Management - I</b>	<b>Paper Code: RJCUBMS306</b>	60	3
<b>UNIT I</b>		12	
<b>Introduction to IT Support in Management</b>			
<ul style="list-style-type: none"> <li>• <b>Information Technology concepts, Concept of Data, Information and Knowledge, Concept of Database</b></li> <li>• <b>Introduction to Information Systems and its major components.</b> Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS)                             <ul style="list-style-type: none"> <li>• Types of CBIS - brief descriptions and their interrelationships/hierarchies</li> <li>• Office Automation System(OAS)</li> <li>• Transaction Processing System(TPS)</li> <li>• Management Information System(MIS)</li> <li>• Decision Support Systems (DSS)</li> <li>• Executive Information System(EIS)</li> <li>• Knowledge based system, Expert system</li> </ul> </li> <li>• <b>Success and Failure of Information Technology.</b> Failures of Nike and AT&amp;T</li> <li>• <b>IT Development Trends: Major areas of IT Applications in Management</b></li> <li>• <b>Concept of Digital Economy and Digital Organization.</b></li> <li>• <b>IT Resources</b> Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</li> </ul>			
<b>UNIT II</b>		13	
<b>Office Automation using MS-Office</b>			
<ul style="list-style-type: none"> <li>• <b>Learn Word: Creating/Saving of Document ,Editing and Formatting Features</b> Designing a title page, Preparing Index,Use of SmartArt, Cross Reference, Bookmark and Hyperlink, Mail Merge Feature.</li> </ul>			



**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• <b>Spreadsheet application (e.g. MS-Excel/openoffice.org):</b> Creating/Saving and editing spreadsheets, Drawing charts, Using Basic Functions: text, math &amp; trig, statistical, date &amp; 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,</li> <li>• <b>Presentation Software:</b> 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</li> </ul>		
<p><b>UNIT III</b></p>	<p>17</p>	
<p><b>Email, Internet and its Applications</b></p>		
<ul style="list-style-type: none"> <li>• <b>Introduction to Email:</b> Writing professional emails, Creating digitally signed documents,</li> <li>• <b>Use of Outlook:</b> Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook, Emailing the merged documents, Introduction to Bulk Email software.</li> <li>• <b>Internet:</b> Understanding Internet Technology, Concepts of Internet, Intranet, Extranet, Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses), Study of LAN, MAN, WAN</li> <li>• <b>DNS Basics:</b> Domain Name Registration, Hosting Basics.</li> <li>• <b>Emergence of E-commerce and M-Commerce:</b> 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.</li> </ul>		
<p><b>UNIT IV</b></p>	<p>18</p>	
<p><b>E-Security</b></p>		
<ul style="list-style-type: none"> <li>• <b>Threats to Computer systems and control measures:</b> <ul style="list-style-type: none"> <li>• <b>Types of threats -</b> Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism), Threat Management ,</li> </ul> </li> </ul>		

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• <b>IT Risk:</b> Definition, Measuring IT Risk, Risk Mitigation and Management</li> <li>• Information Systems Security</li> <li>• <b>Security on the internet:</b> Network and website security risks, Website Hacking and Issues therein, Security and Email</li> <li>• <b>E-Business Risk Management Issues</b></li> <li>• <b>Firewall concept and component, Benefits of Firewall</b></li> <li>• <b>Understanding and defining Enterprise wide security framework</b></li> <li>• <b>Information Security Environment in India with respect to real Time Application in Business</b> <ul style="list-style-type: none"> <li>• Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; E-Cash, Security requirements for Safe E-Payments</li> </ul> </li> <li>• <b>Security measures in International and Cross Border financial transactions</b> <ul style="list-style-type: none"> <li>• Threat Hunting Software</li> </ul> </li> </ul>		
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**S.Y.BMS SEMESTER III – Skill Enhancement Course (SEC)**

<b>SEMESTER III (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Foundation Course (Environmental Management) - III</b>	<b>Paper Code: RJCUBMS307</b>	60	2
<b>UNIT I</b>		12	
<b>Environmental Concepts</b>			
<ul style="list-style-type: none"> <li>• <b>Environment:</b> Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere</li> <li>• <b>Biogeochemical cycles</b> - Concept and water cycle, Ecosystem &amp; Ecology; Food chain, food web &amp; Energy flow pyramid.</li> <li>• <b>Resources:</b> Meaning, classification( Renewable &amp; non-renewable), types &amp; Exploitation of Natural resources in sustainable manner</li> <li>• <u>Decreased focus on geographical concepts</u></li> <li>• <u>Increased emphasis can be given to linking the need to understand how different spheres of earth's environment affect businesses and commercial activities and vice versa.</u></li> <li>• <u>Discuss case studies at both national and international levels where commercial activities resulted in changes in ecosystem and ecology.</u></li> <li>• <u>Evaluation can be case study based questions</u></li> </ul>			
<b>UNIT II</b>		11	

**S.Y.BMS Syllabus Semester III & IV**

<b>Environment degradation</b>		
<ul style="list-style-type: none"> <li>• <b>Degradation</b> - Meaning and causes, degradation of land, forest and agricultural land and its remedies</li> <li>• <b>Pollution</b> – meaning, types, causes and remedies (land, air, water and others)</li> <li>• <b>Global warming:</b> meaning, causes and effects.</li> <li>• <b>Disaster Management:</b> meaning, disaster management cycle.</li> <li>• <b>Waste Management:</b> Definition and types -solid waste management anthropogenic waste, e-waste &amp; biomedical waste (consumerism as a cause of waste)</li> </ul>		
<b>UNIT III</b>		11
<b>Sustainability and role of business</b>		
<ul style="list-style-type: none"> <li>• <b>Sustainability:</b> Definition, importance and Environment Conservation.</li> <li>• Environmental clearance for establishing and operating Industries in India.</li> <li>• EIA, Environmental auditing, ISO 14001</li> <li>• Salient features of Water Act, Air Act and Wildlife Protection Act.</li> <li>• Carbon bank &amp; Kyoto protocol</li> </ul>		
<b>UNIT IV</b>		11
<b>Innovations in business- an environmental Perspective</b>		
<ul style="list-style-type: none"> <li>• <b>Non-Conventional energy sources</b> - Wind, Bio-fuel, Solar, Tidal and Nuclear Energy.</li> <li>• <b>Innovative Business Models:</b> Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, Waste management projects for profits ,other business projects for greener future</li> </ul>		

**S.Y.BMS SEMESTER IV - Elective Course (Finance)**

<b>SEMESTER IV (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Auditing</b>	<b>Paper Code: RJCUBMS401A</b>	60	3
<b>UNIT I</b>		15	
<b>Introduction to Auditing</b>			
<ul style="list-style-type: none"> <li>• <b>Basics</b> – Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing.</li> <li>• <b>Errors &amp; Frauds</b> – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating error. Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud</li> <li>• <b>Principles of Audit</b> – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audi Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting</li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• <b>Types of Audit</b> – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit</li> </ul>		
<b>UNIT II</b>	15	
<b>Audit Planning, Procedures and Documentation</b>		
<ul style="list-style-type: none"> <li>• <b>Audit Planning</b> – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach.</li> <li>• <b>Audit Program</b> – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work, Instruction before commencing Work, Overall Audit Approach</li> <li>• <b>Audit Working Papers</b> - Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books</li> <li>• <b>Audit Notebook</b> – Meaning, structure, Contents, General Information, Current Information, Importance</li> </ul>		
<b>UNIT III</b>	15	
<b>Auditing Techniques and Internal Audit Introduction</b>		
<ul style="list-style-type: none"> <li>• <b>Test Check</b> - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions.</li> <li>• <b>Audit Sampling</b> - Audit Sampling, meaning, purpose, factors in determining sample size -Sampling Risk, Tolerable Error and expected error, methods of selecting Sample Items Evaluation of Sample Results auditors Liability in conducting audit based on Sample</li> <li>• <b>Internal Control</b> - Meaning and purpose, review of internal control, advantages, auditors duties, review of internal control, Inherent Limitations of Internal control, internal control samples for sales and debtors, purchases and creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks</li> <li>• <b>Internal Audit</b> - Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit,, Internal Checks Vs Internal Audit</li> </ul>		
<b>UNIT IV</b>	15	
<b>Auditing Techniques: Vouching &amp; Verification</b>		
<ul style="list-style-type: none"> <li>• <b>Audit of Income</b> - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received</li> <li>• <b>Audit of Expenditure</b> - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense</li> <li>• <b>Audit of Assets Book Debts / Debtors, Stocks</b> -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted</li> </ul>		

**S.Y.BMS Syllabus Semester III & IV**

<p><i>Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures</i></p> <ul style="list-style-type: none"> <li><b>Audit of Liabilities</b> - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities</li> </ul>			
<b>SEMESTER IV (THEORY &amp; PRACTICAL)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Strategic Cost Management</b>	<b>Paper Code: RJCUBMS402A</b>	60	3
<b>UNIT I</b>		20	
<b>Introduction to Strategic Cost Management(Only Theory)</b>			
<ul style="list-style-type: none"> <li><b>Strategic Cost Management (SCM):</b> Concept and Philosophy-Objectives of SCM-Environmental influences on cost management practices, Key elements in SCM-Different aspects of Strategic Cost Management: Value Analysis &amp; Value Engineering, Wastage Control, Disposal Management, Business Process Re-engineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost &amp; Supply Cost, Cost Reduction &amp; Product Life Cycle Costing(An Overview</li> </ul>			
<b>UNIT II</b>		20	
<b>Activity Based Costing</b>			
<ul style="list-style-type: none"> <li><b>Activity Based Management and Activity Based Budgeting:</b> 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)</li> </ul>			
<b>UNIT III</b>		08	
<b>Strategic Cost Management performance assessment (Only theory )</b>			
<ul style="list-style-type: none"> <li><b>Cost Audit &amp; Management Audit under companies Act, with reference to strategic assessment of cost &amp; managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost Management, with reference to core competencies, strategic advantages &amp; long-term perspective of cost Management. Six Sigma, Learning</b></li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<i>Curve, Praise Analysis and Simulation</i>		
<b>UNIT IV</b>	12	
<b>Variance Analysis &amp; Responsibility Accounting (Practical Problems)</b>		
<ul style="list-style-type: none"> <li>• <b>Standard Costing</b> (Material, Labour, Overhead, Sales &amp; Profit)</li> <li>• <b>Responsibility Accounting</b> – Introduction, Types &amp; Evaluation of Profit Centre and Investment Centre</li> </ul>		

**S.Y.BMS SEMESTER IV - Elective Course (Marketing)**

<b>SEMESTER IV (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Integrated Marketing Communication</b>	<b>Paper Code: RJCUBMS401B</b>	60	3
<b>UNIT I</b>		15	
<b>Introduction to Integrated Marketing Communication</b>			
<ul style="list-style-type: none"> <li>• <i>Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</i></li> <li>• <i>Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</i></li> <li>• <i>Communication process, Traditional and alternative Response Hierarchy Models</i></li> <li>• <i>Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program</i></li> </ul>			
<b>UNIT II</b>		15	
<b>Elements of IMC – I</b>			
<ul style="list-style-type: none"> <li>• <i>Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</i></li> <li>• <i>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</i></li> </ul>			
<b>UNIT III</b>		15	
<b>Elements of IMC – II</b>			
<ul style="list-style-type: none"> <li>• <b>Direct Marketing</b> - <i>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</i></li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• <b>Public Relations and Publicity</b> – 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</li> <li>• <b>Personal Selling</b> – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling</li> </ul>			
<b>UNIT IV</b>		15	
<b>Evaluation &amp; Ethics in Marketing Communication</b>			
<ul style="list-style-type: none"> <li>• <b>Evaluating an Integrated Marketing program</b> – 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</li> <li>• <b>Ethics and Marketing communication</b> – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• <b>Current Trends in IMC</b> – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>			
<b>SEMESTER IV (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Rural Marketing</b>	<b>Paper Code: RJCUBMS402B</b>	60	3
<b>UNIT I</b>		15	
<b>Introduction</b>			
<ul style="list-style-type: none"> <li>• Introduction to Rural Market, Definition &amp; Scope of Rural Marketing.</li> <li>• Rural Market in India-Size &amp; Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).</li> <li>• Emerging Profile of Rural Markets in India,</li> <li>• Problems of rural market.</li> <li>• Constraints in Rural Marketing and Strategies to overcome constraints</li> </ul>			
<b>UNIT II</b>		15	
<b>Rural Market</b>			
<ul style="list-style-type: none"> <li>• <b>Rural Consumer Vs Urban Consumers</b>– a comparison. Characteristics of Rural Consumers.</li> <li>• <b>Rural Market Environment:</b> <ul style="list-style-type: none"> <li>• a)Demographics– Population, Occupation Pattern, Literacy Level;</li> <li>• b)Economic Factors-Income Generation, Expenditure Pattern, Rural</li> </ul> </li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<p><i>Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,</i></p> <ul style="list-style-type: none"> <li>• <i>c)Rural Infrastructure - Rural Housing, Electrification, Roads</i></li> <li>• <b>Rural Consumer Behaviour:</b> <i>meaning, Factors affecting Rural Consumer Behaviour - Social factors, Cultural factors, Technological factors, Lifestyle, Personality.</i></li> </ul>		
<b>UNIT III</b>	15	
<b>Rural Marketing Mix</b>		
<ul style="list-style-type: none"> <li>• <i>Relevance of Marketing mix for Rural market/Consumers.</i></li> <li>• <i>Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods &amp; Services; Importance of Branding, Packaging and Labelling.</i></li> <li>• <i>Nature of Competition in Rural Markets, the problem of Fake Brands</i></li> <li>• <i>Pricing Strategies &amp; objectives</i></li> <li>• <i>Promotional Strategies. Segmentation, Targeting &amp; Positioning for rural market.</i></li> </ul>		
<b>UNIT IV</b>	15	
<b>Rural Marketing Strategies</b>		
<ul style="list-style-type: none"> <li>• <b>Distribution Strategies for Rural consumers.</b> <i>Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based)</i></li> <li>• <b>Communication Strategy.</b> <i>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;</i></li> </ul>		

**S.Y.BMS SEMESTER IV - Elective Course (Human Resource)**

<b>SEMESTER IV (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Training &amp; Development in HRM</b>	<b>Paper Code: RJCUBMS401C</b>	60	3
<b>UNIT I</b>		15	
<b>Overview of Training</b>			
<ul style="list-style-type: none"> <li>• <i>Overview of training– concept, scope, importance, objectives, features, need and assessment of training.</i></li> <li>• <i>Process of Training–Steps in Training, identification of Job Competencies,</i></li> </ul>			



**S.Y.BMS Syllabus Semester III & IV**

<p><i>criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis), Types–On the Job &amp;Off the Job Method.</i></p> <ul style="list-style-type: none"> <li>• <i>Assessment of Training Needs, Methods &amp; Process of Needs Assessment.</i></li> <li>• <i>Criteria &amp;designing-Implementation– an effective training program.</i></li> </ul>		
<b>UNIT II</b>	15	
<b>Overview of development</b>		
<ul style="list-style-type: none"> <li>• <i>Overview of development– concept, scope, importance &amp; need and features, Human Performance Improvement</i></li> <li>• <i>Counseling techniques with reference to development employees, society and organization.</i></li> <li>• <i>Career development– Career development cycle, model for planned self development, succession planning.</i></li> </ul>		
<b>UNIT III</b>	15	
<b>Concept of Management development</b>		
<ul style="list-style-type: none"> <li>• <i>Concept of Management Development.</i></li> <li>• <i>Process of MDP.</i></li> <li>• <i>Programs &amp;methods, importance, evaluating a MDP.</i></li> </ul>		
<b>UNIT IV</b>	15	
<b>Performance measurement, Talent management &amp; Knowledge management</b>		
<ul style="list-style-type: none"> <li>• <i>Performance measurements– Appraisals, pitfalls &amp;ethics of appraisal.</i></li> <li>• <i>Talent management –Introduction ,Measuring Talent Management, Integration &amp; future of TM, Global TM &amp;knowledge management—</i></li> <li>• <i>OVERVIEW -Introduction: History, Concepts,</i></li> <li>• <i>Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management ,</i></li> <li>• <i>Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle</i></li> </ul>		
<b>SEMESTER IV (THEORY)</b>	<b>L</b>	<b>Cr</b>
<b>Subject: Change Management</b>	<b>Paper Code: RJCUBMS402C</b>	60
		3
<b>UNIT I</b>	15	
<b>Introduction</b>		
<ul style="list-style-type: none"> <li>• <i>Introduction &amp;levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational.</i></li> <li>• <i>Organizational culture&amp; change.</i></li> </ul>		

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>Types &amp; Models of change –Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model.</li> </ul>		
<b>UNIT II</b>	15	
<b>Impact of Change</b>		
<ul style="list-style-type: none"> <li>Change &amp; its implementation.– individual change: concept, need, importance &amp; risk of not having individual perspective.</li> <li>Team Change –concept, need, importance &amp; limitation</li> <li>Change &amp; its impact– Resistance to change &amp; sources-sources of individual resistance, sources of organizational resistance</li> </ul>		
<b>UNIT III</b>	15	
<b>Resistance to Change</b>		
<ul style="list-style-type: none"> <li>Overcoming Resistance to change – Manifestations of resistance, Six box model</li> <li>Minimizing RTC.</li> <li>OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, Coaching &amp; mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress.</li> </ul>		
<b>UNIT IV</b>	15	
<b>Effective Implementation of Change</b>		
<ul style="list-style-type: none"> <li>Effective implementation of change–change agents and effective change programs.</li> <li>Systematic approach to change, client &amp; consultant relationship</li> <li>Classic skills for leaders</li> <li>Case study on smart change leaders, caselets on Action research.</li> </ul>		

**S.Y.BMS SEMESTER IV - Core Course**

<b>SEMESTER IV (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Business Economics-II</b>	<b>Paper Code: RJCUBMS403</b>	60	3
<b>UNIT I</b>		15	
<b>Introduction to Macroeconomic Data and Theory</b>			
<ul style="list-style-type: none"> <li><b>Macroeconomics:</b> Meaning, Scope and Importance.</li> <li><b>Circular flow of aggregate income and expenditure:</b> closed and open economy models</li> <li><b>The Measurement of national product:</b> Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.</li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• <b>Short run economic fluctuations:</b> Features and Phases of Trade Cycles</li> <li>• <b>The Keynesian Principle of Effective Demand:</b> Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output</li> </ul>		
<b>UNIT II</b>	15	
<b>Money, Inflation and Monetary Policy</b>		
<ul style="list-style-type: none"> <li>• <b>Money Supply:</b> Determinants of Money Supply - Factors influencing Velocity of Circulation of Money</li> <li>• <b>Demand for Money:</b> Classical and Keynesian approaches and Keynes' liquidity preference theory of interest</li> <li>• <b>Money and prices:</b> Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach</li> <li>• <b>Inflation:</b> Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy.</li> <li>• <b>Monetary policy:</b> Meaning, objectives and instruments, inflation targeting</li> </ul>		
<b>UNIT III</b>	15	
<b>Constituents of Fiscal Policy</b>		
<ul style="list-style-type: none"> <li>• Role of a Government to provide Public goods- Principles of Sound and Functional Finance</li> <li>• Fiscal Policy: Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy</li> <li>• 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</li> <li>• Union budget -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.</li> </ul>		
<b>UNIT IV</b>	15	
<b>Open Economy : Theory and Issues of International Trade</b>		
<ul style="list-style-type: none"> <li>• <b>The basis of international trade:</b> Ricardo's Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types, Factors determining terms of trade - Gains from trade - Free trade versus protection</li> <li>• <b>Foreign Investment :</b> Foreign Portfolio investment- Benefits of Portfolio capital flows-Foreign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations</li> <li>• <b>Balance of Payments:</b> Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP.</li> <li>• <b>Foreign Exchange and foreign exchange market :</b> Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility</li> </ul>		

**S.Y.BMS Syllabus Semester III & IV**

<b>SEMESTER IV (THEORY &amp; PRACTICAL)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Business Research Methods</b>	<b>Paper Code: RJCUBMS404</b>	60	3
<b>UNIT I</b>		18	
<b>Introduction to business research methods</b>			
<ul style="list-style-type: none"> <li>• Meaning and objectives of research</li> <li>• Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific &amp; Social e)Historical f) Exploratory g) Descriptive h)Causal</li> <li>• Concepts in Research: Variables, Qualitative and Quantitative Research</li> <li>• Stages in research process.</li> <li>• Characteristics of Good Research</li> <li>• Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.</li> <li>• 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.</li> <li>• Sampling–               <ul style="list-style-type: none"> <li>• meaning of sample and sampling,</li> <li>• methods of sampling                   <ul style="list-style-type: none"> <li>• i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ball</li> <li>• ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.</li> </ul> </li> </ul> </li> </ul>			
<b>UNIT II</b>		14	
<b>Data collection and Processing</b>			
<ul style="list-style-type: none"> <li>• Types of data and sources-Primary and Secondary data sources</li> <li>• Methods of collection of primary data               <ul style="list-style-type: none"> <li>• a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets)</li> <li>• b) Experimental i)Field ii) Laboratory</li> <li>• c) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews -Method,</li> <li>• d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening.</li> <li>• e) Survey instrument– i) Questionnaire designing.</li> <li>• f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions.</li> <li>• f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale</li> </ul> </li> </ul>			

**S.Y.BMS Syllabus Semester III & IV**

<b>UNIT III</b>		16	
<b>Data analysis and Interpretation</b>			
<ul style="list-style-type: none"> <li>• Processing of data– i) Editing- field and office editing, ii) coding– meaning and essentials, iii) tabulation – note</li> <li>• Analysis of data-Meaning, Purpose, types.</li> <li>• Interpretation of data-Essentials, importance and Significance of processing data</li> <li>• Multivariate analysis– concept only</li> <li>• Testing of hypothesis– concept and problems– i) chi square test, ii) Zandt-test (for large and small sample)</li> </ul>			
<b>UNIT IV</b>		12	
<b>Advanced techniques in Report Writing</b>			
<ul style="list-style-type: none"> <li>• 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</li> <li>• Ethics and research</li> <li>• Objectivity, Confidentiality and anonymity in Research</li> <li>• Plagiarism</li> </ul>			
<b>SEMESTER IV (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Production &amp; Total Quality Management</b>	<b>Paper Code: RJCUBMS405</b>	60	3
<b>UNIT I</b>		14	
<b>Production Management</b>			
<ul style="list-style-type: none"> <li>• Production Management</li> <li>• Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems.</li> <li>• Product Development, Classification and Product Design.</li> <li>• Plant location &amp; Plant layout– Objectives, Principles of good product layout, types of layout.</li> <li>• Importance of purchase management.</li> </ul> <p>Concept of Production and Operations, Service Industry, Difference between Tangible and Intangible Products. Reasons for growth of Service Industry. Definitions, Factors affecting Business Systems in brief, Aims of Production System</p>			
<b>UNIT II</b>		16	

**S.Y.BMS Syllabus Semester III & IV**

<b>Materials Management</b>		
<ul style="list-style-type: none"> <li>• <b>Materials Management:</b> Concept, Objectives and importance of materials management. Various types of Material Handling Systems</li> <li>• <b>Inventory Management:</b> Importance–Inventory Control Techniques ABC, VED, FSN, GOLF,XYZ, SOS, HML.</li> <li>• <b>EOQ:</b> Assumptions limitations &amp; advantages of Economic Order Quantity,</li> <li>• <b>Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock..</b></li> </ul> <p>Material codification and Brief introduction to RFID</p>		
<b>UNIT III</b>	16	
<b>Basics Of Productivity &amp; TQM</b>		
<ul style="list-style-type: none"> <li>• <b>Basics Of Productivity &amp;TQM:</b></li> <li>• <b>Concepts of Productivity, modes of calculating productivity. Importance</b></li> <li>• <b>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.</b></li> </ul> <p>Suggestions Scheme, Learning Curves</p>		
<b>UNIT IV</b>	14	
<b>Quality Improvement Strategies &amp; Certifications</b>		
<ul style="list-style-type: none"> <li>• <b>Quality Improvement Strategies &amp;Certifications:</b> Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI'S QUALITYENGINEERING,ISO 9000,ISO 1400, QS9000. Malcolm Baldrige National Quality Award(MBNQA), Deming's Application Prize.</li> </ul>		

**S.Y.BMS SEMESTER IV – Ability Enhancement Course (AEC)**

**S.Y.BMS Syllabus Semester III & IV**

<b>SEMESTER IV (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Information Technology in Business Management-II</b>	<b>Paper Code: RJCUBMS406</b>	60	3
<b>UNIT I</b>		15	
<b>Cloud computing</b>			
<ul style="list-style-type: none"> <li>• Cloud Computing: Definition, Characteristics</li> <li>• Cloud Service Models</li> <li>• Software as a Service</li> <li>• Platform as a Service</li> <li>• Infrastructure as a Service</li> <li>• Software as a service (SAAS): • Introduction , Advantages, Multitenant Nature of SAAS Solutions</li> <li>• Applications using Cloud</li> <li>• Using Google Drive , Uploading Data, Sharing Data , Downloading Data</li> <li>• Google Calendar : Managing Schedules</li> <li>• Microsoft office Web Apps</li> </ul>			
<b>UNIT II</b>		15	
<b>Tally</b>			
<ul style="list-style-type: none"> <li>• Accounting Software –Tally</li> <li>• Need for Financial Packages , benefits &amp; features</li> <li>• Company Creation, Deletion, Backup</li> <li>• Managing Accounts                             <ul style="list-style-type: none"> <li>• Creation of Ledgers</li> <li>• Recording Voucher Entries</li> <li>• Generating Final Accounts</li> </ul> </li> <li>• Managing Inventory                             <ul style="list-style-type: none"> <li>• Creating Units of Measure</li> <li>• Warehouse</li> <li>• Stock Items</li> <li>• Inventory Reports</li> </ul> </li> </ul>			
<b>UNIT III</b>		15	
<b>Introduction to databases and RDBMS using Oracle</b>			
<ul style="list-style-type: none"> <li>• Meaning of DBMS, Need for using DBMS. Concepts of tables, records,</li> <li>• attributes, schema</li> </ul>			

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<ul style="list-style-type: none"> <li>• Introduction to Oracle 11g</li> <li>• Structured Query Language</li> <li>• Data Definition Language</li> <li>• Data Manipulation Language</li> <li>• Query Language</li> <li>• Joins &amp; Date Functions, Aggregation Functions</li> </ul>		
<b>UNIT IV</b>	15	
<b>Outsourcing</b>		
<ul style="list-style-type: none"> <li>• Introduction to Outsourcing: Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing.</li> <li>• Outsourcing : IT and Business Processes</li> <li>• Business Process Outsourcing (BPO): Introduction, BPO Vendors, How does BPO Work ?, BPO Service scope</li> <li>• Benefits of BPO, BPO and IT Services, Project Management approach in BPO, BPO and IT-enabled services</li> <li>• BPO Business Model: Strategy for Business Process Outsourcing, Process of BPO, ITO Vs BPO</li> <li>• BPO to KPO : Meaning of KPO, KPO vs BPO, KPO : Opportunity and Scope, KPO challenges, KPO Indian Scenario</li> <li>• Outsourcing in Cloud Environment : Cloud computing offerings</li> <li>• Traditional Outsourcing Vs. Cloud Computing</li> </ul>		

**S.Y.BMS SEMESTER IV – Skill Enhancement Course (SEC)**

<b>SEMESTER IV (THEORY)</b>		<b>L</b>	<b>Cr</b>
<b>Subject: Foundation Course (Ethics &amp; Governance)- IV</b>	<b>Paper Code: RJCUBMS407</b>	60	3



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<b>UNIT I</b>	12	
<b>Introduction to Ethics and Business Ethics</b>		
<ul style="list-style-type: none"> <li>• <i>Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial</i></li> <li>• <i>Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition</i></li> <li>• <i>Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics, Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences</i></li> <li>• <i>Myths about Business Ethics</i></li> <li>• <i>Ethical Performance in Businesses in India</i></li> </ul>		
<b>UNIT II</b>	11	
<b>Ethics in Marketing, Finance and HRM</b>		
<ul style="list-style-type: none"> <li>• <i>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</i></li> <li>• <i>Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992</i></li> <li>• <i>Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership</i></li> </ul>		
<b>UNIT III</b>	11	
<b>Corporate Governance I</b>		
<ul style="list-style-type: none"> <li>• <i>Concept, History of Corporate Governance in India, Need for Corporate Governance, Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance</i></li> <li>• <i>Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</i></li> <li>• <i>Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</i></li> </ul>		
<b>UNIT IV</b>	11	
<b>Corporate Social Responsibility (CSR)</b>		
<ul style="list-style-type: none"> <li>• <i>Meaning of CSR, Evolution of CSR, Types of Social Responsibility</i></li> <li>• <i>Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract</i></li> <li>• <i>Need for CSR</i></li> </ul>		

**S.Y.BMS Syllabus Semester III & IV**

<ul style="list-style-type: none"> <li>• <i>CSR Principles and Strategies</i></li> <li>• <i>Issues in CSR</i></li> <li>• <i>Social Accounting</i></li> <li>• <i>Tata Group's CSR Rating Framework</i></li> <li>• <i>Sachar Committee Report on CSR</i></li> <li>• <i>Ethical Issues in International Business Practices</i></li> <li>• <i>Recent Guidelines in CSR</i></li> <li>• <i>Society's Changing Expectations of Business With Respect to Globalisation</i></li> <li>• <i>Future of CSR</i></li> </ul>		
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**S.Y.BMS SEMESTER III - Elective Course (Finance)**

<b>SY BMS</b>	<b>Semester III (Practical)</b>
<i>RJCUBMS301A Introduction to Cost Accounting</i>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• <i>This course exposes the students to the basic concepts and the tools used in Cost Accounting</i></li> <li>• <i>To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations</i></li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• <i>Budgeting the cost involve in the production department and hoe to outcome it with effective use of all the resources.</i></li> <li>• <i>The production department has different component involved like workers, raw materials to be purchase, wastage of raw materials overhead till it reaches to the final product.</i></li> <li>• <i>As a finance student s should have the knowledge related to the production and it will involve the price of the product the labour skilled enough to completed the production on time.</i></li> </ul>

<b>SY BMS</b>	<b>Semester III (Practical)</b>
<i>RJCUBMS302A Corporate Finance</i>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• <i>Sources of finance in corporate</i></li> <li>• <i>Importance to manage businesses with different tools and techniques.</i></li> <li>• <i>Take a part in financial decision making</i></li> <li>• <i>Know about corporate markets</i></li> <li>• <i>Understand Valuation of assets</i></li> </ul> <p><b><u>Learning Outcomes:</u></b></p>

**S.Y.BMS Syllabus Semester III & IV**

	<ul style="list-style-type: none"> <li>• Different types of finance which use in corporate level.</li> <li>• Risk which involve in operation and capital of the firm.</li> <li>• It help to understand the running projects is given output is positive or negative as per the investment.</li> <li>• Basic knowledge of Indian financial system &amp; regulation.</li> </ul>
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**S.Y.BMS SEMESTER III - Elective Course (Marketing)**

<b>SY BMS</b>	<b>Semester III (Theory)</b>
RJCUBMS301B Consumer Behaviour	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• To understand the types of consumers</li> <li>• To understand the consumer's decision making process</li> <li>• To Understand &amp; Analyse Consumer Information</li> <li>• To Understand various Marketing strategies.</li> <li>• To Understand E-buying behaviour &amp; marketing strategies to be adopted for E-buying</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• The Learner understands various types of consumers &amp; how marketing mix &amp; process's work for them.</li> <li>• The Learner understands more of E-buying behaviour for retail &amp; Individual consumers.</li> <li>• The Learner understands how culture &amp; subculture, status, Family stages affect their decision making.</li> </ul>

<b>SY BMS</b>	<b>Semester III (Theory)</b>
RJCUBMS302B Advertising	<p><b><u>Course Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• To understand and examine the growing importance of advertising.</li> <li>• To understand the construction of an effective advertisement.</li> <li>• To understand the role of advertising in contemporary scenario.</li> <li>• To understand the future and career in advertising.</li> </ul> <p><b><u>Learning Outcome:</u></b> Upon successful completion of Advertising, the student will be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate an understanding of the overall role advertising plays in</li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

	<p><i>the business world.</i></p> <ul style="list-style-type: none"> <li>• <i>Demonstrate an understanding of advertising strategies and budgets.</i></li> <li>• <i>Identify and understand the various advertising media.</i></li> <li>• <i>Identify the role account management, research, creative, and the media department play in a full-service advertising agency and the full-time positions available in each.</i></li> <li>• <i>Target mass and niche audiences via audience research to create an advertising plan.</i></li> <li>• <i>Utilize persuasion theories and advertising strategies when developing an advertising strategy.</i></li> <li>• <i>Assess an organization's advertising needs and recommend solutions that can be carried out via social media. Create an advertising campaign.</i></li> </ul>
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**S.Y.BMS SEMESTER III - Elective Course (Human Resource)**

<b>SY BMS</b>	<b>Semester III (Theory)</b>
<i>RJCUBMS301C Employees Relations &amp; Welfare</i>	<p><b><u>Course Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• <i>To Understand the Nature &amp; Importance of Employees Relation in an Organisation</i></li> <li>• <i>To Understand the importance of Collective Bargaining</i></li> <li>• <i>To Understand the causes &amp; effect of Employee grievances &amp; ways to resolve the same.</i></li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• <i>The Learners understand the importance of Employee Welfare.</i></li> <li>• <i>The Learners understand the importance causes &amp; effect of Employees grievances &amp; way to resolve them.</i></li> </ul>

<b>SY BMS</b>	<b>Semester III (Theory)</b>
<i>RJCUBMS302C Organisation Behaviour &amp; HRM</i>	<p><b><u>Course Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• <i>The objective of this course is to familiarize the student with the fundamental aspects of various issues associated with Human Resource Management as a whole.</i></li> <li>• <i>The course aims to give a comprehensive overview of Organization Behaviour as a separate area of management.</i></li> <li>• <i>To introduce the basic concepts, functions and processes &amp; create an awareness of the role, functions and functioning of Human Resource Management &amp; OB.</i></li> <li>• <i>The Learners understand about their own personalities, maintain their attitude &amp; perception towards the organization</i></li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

	<ul style="list-style-type: none"> <li>• The learners understand the importance of work in a team, maintenance of organisation culture.</li> <li>• The learners understand as to how to keep themselves and other motivated &amp; ways to handle stress.</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• Learners will get an insight on the various aspects of human behaviour and an understanding of implementing the strategies for the best utilisation of the same.</li> <li>• Learners will learn the different functions of human resource management and an in-depth understanding of the implementation of these functions in the actual organisational environment.</li> <li>• They will be honed with the practical aspects of HR functionalities through solving cases.</li> </ul>
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**S.Y.BMS SEMESTER III - Core Course**

<b>SY BMS</b>	<b>Semester III (Theory)</b>
RJCUBMS303 Business Planning & Entrepreneurial Management	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers.</li> <li>• To develop entrepreneurs &amp; to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• Learner will inculcate the basic understanding of entrepreneurial aspects with respect to the qualities, and different types of entrepreneurs.</li> </ul>

<b>SY BMS</b>	<b>Semester III (Practical)</b>
RJCUBMS304 Accounting for Managerial Decisions	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• To acquaint management learners with basic accounting fundamentals.</li> <li>• To develop financial analysis skills among learners.</li> <li>• The course aims at explaining the core concepts of business finance and its importance in managing a business</li> <li>• The maintenance of systematic record of all financial transaction in the book of account is the primary objective of accounting.</li> <li>• After successful completion of the course student will be able to apply or analyse various techniques to various domains concerned with Accounting based applications and solutions.</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• Prepare financial statements in accordance with Generally Accepted</li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

	<p><i>Accounting Principles.</i></p> <ul style="list-style-type: none"> <li>• <i>Effectively define the needs of the various users of accounting data</i></li> <li>• <i>Demonstrate the ability to communicate such data effectively</i></li> <li>• <i>Apply knowledge of business concepts, quantitative analysis tools and problem-solving methodologies.</i></li> <li>• <i>Analyse financial data to support business decisions and assessment of business strategies.</i></li> <li>• <i>Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.</i></li> </ul>
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<b>SY BMS</b>	<b>Semester III (Theory)</b>
<b>RJCUBMS305 Strategic Management</b>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• <i>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.</i></li> <li>• <i>The focus is to critically examine the management of the entire enterprise from the Top Management view points.</i></li> <li>• <i>This course deals with corporate level Policy &amp; Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world..</i></li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• <i>Course is designed to develop strategic decision making skills in the students and make them capable to face the stiff competitions in business.</i></li> <li>• <i>Equip students to deal with the organizing ability for decision making in the rapidly changing global business environment.</i></li> <li>• <i>To empower students for survival with the strategic thinking and decision making abilities, especially in relation to understanding the employability of various strategies in different situations.</i></li> </ul>

**S.Y.BMS SEMESTER III – Ability Enhancement Course (AEC)**

<b>SY BMS</b>	<b>Semester III (Theory &amp; Practical)</b>
<b>RJCUBMS306 Information Technology in Business Management - I</b>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• <i>To learn basic concepts of information technology, its support and role in management for managers.</i></li> <li>• <i>Module 2 comprises of practical hands on training required for Office Automation. It is expected to have practical sessions of latest MS-Office software.</i></li> <li>• <i>To understand basic concepts of E-mail, Internet and websites, domain</i></li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

	<p>and security therein.</p> <ul style="list-style-type: none"> <li>To recognize security aspects of IT in business, highlighting electronics transactions, advanced security features.</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>Learners obtained knowledge of I.T. basics. Significance of Information Systems, Types of Information Systems including Computer based Information Systems.</li> <li>Learners obtained hands on practice on creating Office documents, Presentations. Advanced excel features, functions and analysis tools.</li> <li>Learners gained knowledge of creating and working on Email Accounts, basics of Internet. Emerging Trends such as E-commerce &amp; M-commerce. Online Payments and Data Transfer.</li> <li>Learners gained knowledge of various I.T. risks and threats encountered while performing transactions over the internet. They also gained knowledge of various security measures to be adopted to counter these threats and perform secured transactions</li> </ul>
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**S.Y.BMS SEMESTER III – Skill Enhancement Course (SEC)**

SY BMS	Semester III (Theory)
<p>RJCUBMS307 Foundation Course (Environmental Management) - III</p>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>Here we learn about our environment and how we can make our earth a better place to live.</li> <li>With water conservation, proper sanitation and proper garbage management.</li> <li>Industrial accidents and bio- medical waste.</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>As a management students our students will be working with different industries or offices or at home they will have the knowledge to utilized the resource to the maximum level.</li> <li>Learners will be able to understand the Role of business with respect to Land, Air &amp; Water Resource Management.</li> <li>The various acts taken by the government &amp; industries for sustainable</li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

	environment conservation.
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**S.Y.BMS SEMESTER IV - Elective Course (Finance)**

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
<b>RJCUBMS401A Auditing</b>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• Discuss the nature of auditing and assurance services including the impact of various statutes and regulations.</li> <li>• Identify the stages of an audit from planning to conclusion.</li> <li>• Apply standard audit procedures such as analytical procedures, detail tests, and tests of controls</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• To apply your auditing knowledge to undertake auditing processes in a variety of professional settings.</li> <li>• Evaluate accounting disclosures and reports, identify gaps, manipulations or weaknesses in financial reporting and provide recommendations to a range of audit clients in relation to internal control weaknesses and financial reporting compliance; Solve routine and complex auditing problems in varied business contexts using social, ethical, economic, regulatory and global perspectives; Analyse audit evidence with a sceptical and questioning mind and require remedial action.</li> <li>• Justify and communicate auditing approaches, processes within the audit team and in working papers.</li> <li>• Apply the Code of Ethics for Professional Accountants in undertaking audit processes and expressing audit opinions.</li> <li>• Apply an adaptive and collaborative approach to working with colleagues and clients in professional settings.</li> </ul>

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
<b>RJCUBMS402A Strategic Cost Management</b>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• The course aims to test the student's ability to:</li> <li>• Identify the conventions and doctrines of managerial and cost accounting and other generally accepted principles which may be applied in the contemporary cost management models</li> <li>• Identify major contemporary issues that have emerged in strategic cost</li> </ul>



**S.Y.BMS Syllabus Semester III & IV**

	<p>management.</p> <ul style="list-style-type: none"> <li>• Discuss a number of issues relating to the design and implementation of cost management models in modern firms.</li> <li>• Application of Operation Research in Strategic Decision Making</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• On completion of this subject, students should have developed skills of analysis, evaluation and synthesis in cost and management accounting and, in the process, created an awareness of current developments and issue in the area.</li> <li>• The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place; the subject includes discussion of costing systems and activity based costing, activity management, and implementation issues in modern costing systems.</li> </ul>
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**S.Y.BMS SEMESTER IV - Elective Course (Marketing)**

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
RJCUBMS401B Integrated Marketing Communication	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• To understand the various tools of IMC and the importance of co-ordinating them for an effective marketing communication program.</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• The Learner would understand the importance of using various marketing communication techniques to reach larger audience</li> <li>• The Learner would understand the importance of Ethics while communicating through various mediums</li> <li>• The Learner would understand the importance of Budgeting &amp; Objective of Communicating through various mediums.</li> </ul>
	<b>SY BMS</b>
RJCUBMS402B Rural Marketing	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• The Learner will be able to differentiate between Rural &amp; Urban Market Environment &amp; Consumer Behaviour Patterns</li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

	<ul style="list-style-type: none"> <li>• Understand the Rural Marketing Mix for the products.</li> <li>• The Learner will be able to understand the various distribution &amp; communication strategies followed by various industries in Rural Areas.</li> </ul>
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**S.Y.BMS SEMESTER IV - Elective Course (Human Resource)**

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
RJCUBMS401C Training & Development in HRM	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• It is the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour.</li> <li>• 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.</li> </ul>
	<p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• Students will be able to train different level of employees. Different methods such as games, puzzles, how to address a conference counselling employee will be them fair idea in this subject.</li> </ul>

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
RJCUBMS402C Change Management	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.</li> </ul>
	<p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• The learners will be able to understand &amp; analyse the forces of change &amp; causes of social, economic &amp; technological changes in various industries &amp; service sector.</li> <li>• The learners will be able to analyse the impact of change &amp; how to</li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

overcome change or minimize the resistance to change.

**S.Y.BMS SEMESTER IV - Core Course**

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
<b>RJCUBMS403 Business Economics-II</b>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• To give knowledge to the learners regarding trade cycles inflation and its impact on the people.</li> <li>• To avail of government fiscal policy regarding trade public expenditure and public debt and its effect on the common public.</li> <li>• To import proficiency in foreign trade and ways to attract foreign investment.</li> <li>• To introduce the concept of different exchange rates and its impact on the economy.</li> <li>• To give different trade conditions how free trade will boost the economy.</li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• The learners gain knowledge and understanding of the economy through national income, rise in employment through investment.</li> <li>• Gain knowledge of inflation and face the challenges arising out of inflation.</li> <li>• Enhancement of the economy through taxation public expenditure and public debt</li> <li>• Understanding of deficit financing to boost economic activities in a developing country</li> <li>• Identify the trade conditions and boost foreign investment and correct balance of payments.</li> </ul>

<b>SY BMS</b>	<b>Semester IV (Theory &amp; Practical )</b>
<b>RJCUBMS404 Business Research Methods</b>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• The course is designed to inculcate the analytical abilities and research skills among the students.</li> <li>• The course intends to give hands on experience and learning in Business Research.</li> </ul> <p><b><u>Learning Outcome:</u></b> After successful completion of the course, students are expected to obtain the following skills:</p> <ul style="list-style-type: none"> <li>• Design a research method &amp; understand the research process.</li> <li>• The learner will understand the methods of data collection &amp; processing of data &amp; its interpretation.</li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

	<ul style="list-style-type: none"> <li>• <i>Effective Report writing.</i></li> </ul>
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<b>SY BMS</b>	<b>Semester IV (Theory)</b>
<b>RJCUBMS405 Production &amp; Total Quality Management</b>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• <i>To acquaint learners with the basic management decisions with respect to production and quality management</i></li> <li>• <i>To make the learners understand the designing aspect of production systems</i></li> <li>• <i>To enable the learners apply what they have learnt theoretically.</i></li> </ul> <p><b><u>Learning Outcome:</u></b> Course is synthesized to include, introduction to the students on:</p> <ul style="list-style-type: none"> <li>• <i>Basic topics of Production &amp; Operations, Materials, Productivity and Quality Management.</i></li> <li>• <i>It is designed to make students to learn importance of value additions, important factors of production, understanding meaning of various definitions of production and operations. Importance of service operations and characteristics and differences between tangible and intangible products. Understand why service is growing.</i></li> <li>• <i>To make students realize the importance of developing skills of materials management, including purchasing, inventory control and concepts like integrated approach and profit centre while managing materials.</i></li> <li>• <i>Learning importance of Productivity, Quality and importance of 'Total Quality Management ' in present day business.</i></li> </ul>

**S.Y.BMS SEMESTER IV – Ability Enhancement Course (AEC)**

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
<b>RJCUBMS406 Information Technology in Business Management - II</b>	<p><b><u>Course Outcomes:</u></b></p> <ul style="list-style-type: none"> <li>• <i>To understand basic concepts of cloud computing, using cloud as application service. Working on Google Drive and Office Apps using cloud</i></li> <li>• <i>Module II comprises of practical hands on training required for maintaining accounts using accounting package – Tally. It is expected to have practical sessions of Tally 9.0 version</i></li> <li>• <i>To understand basic concepts of Database, DBMS &amp; practical hands on training required to work on RDBMS – Oracle .Practical knowledge of handling basic Commands in Oracle 11.</i></li> <li>• <i>To learn outsourcing concepts BPO, KPO industries, their structures, benefits and challenges</i></li> </ul> <p><b><u>Learning Outcome:</u></b></p> <ul style="list-style-type: none"> <li>• <i>The Learners gain knowledge of basic concepts of cloud computing, using various applications with help of cloud as application service. They learn to upload data on Google Drive and share it with others. Gain Practical knowledge of working on Office Apps using cloud</i></li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

	<ul style="list-style-type: none"> <li>• The Learners gain knowledge of benefits of maintaining accounts and inventory using Automated Accounting Packages. They get practical knowledge of maintain accounts &amp; inventory, invoicing and generating reports required for managerial purpose.</li> <li>• Learners gained knowledge of basic SQL Commands, relating tables and querying them. Implementing constraints on the tables to ensure data integrity &amp; consistency.</li> <li>• Learners obtained knowledge of need and benefits of outsourcing. Types of outsourcing. Emergence of BPO sector in India, Challenges faced. Significance of KPO. Its challenges and emerging trends</li> </ul>
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**S.Y.BMS SEMESTER IV – Skill Enhancement Course (SEC)**

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
RJCUBMS407 Foundation Course (Ethics & Governance) - IV	<b><u>Course Outcomes:</u></b> <ul style="list-style-type: none"> <li>• To Understand Ethics in functional area like marketing, finance &amp; HR Management</li> <li>• To Understand Emerging need &amp; growing importance of Good Governance &amp; CSR by Organisation</li> <li>• To Undertstand Ethical business practices CSR &amp; Corporate governance practiced by various organisation</li> </ul>
	<b><u>Learning Outcome:</u></b> <ul style="list-style-type: none"> <li>• It would help the learner understand the importance of ethics in corporate environment</li> <li>• With the help of current news, it would help them to understand that it is actually followed in various corporate sectors.</li> </ul>

**Scheme of Examinations**

1. Two Internals of 20 marks each. Duration 30min for each.
2. One External (Semester End Examination) of 60 marks. Duration 2 hours.
3. Minimum marks for passing Semester End Theory and Practical Exam is 40 %.
4. Student must appear at least one of the two Internal Tests to be eligible for the Semester End Examination.
5. For any KT examinations, there shall be ODD-ODD/EVEN-EVEN pattern followed.
6. HOD's decision, in consultation with the Principal, shall remain final and abiding to all.



**S.Y.BMS Syllabus Semester III & IV**

**References**

**S.Y.BMS SEMESTER III - Elective Course (Finance)**

<b>SY BMS</b>	<b>Semester III (Practical)</b>
RJCUBMS301A Introduction to Cost Accounting	<ul style="list-style-type: none"> <li>• Cost Accounting-Principles and Practice; Arora M.N: Vikas, New Delhi.</li> <li>• Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi.</li> <li>• Principles of Management Accounting; Anthony Robert, Reece, et at: Richard D. Irwin Inc. Illinois.</li> <li>• Cost Accounting - A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar: New Delhi</li> </ul>

<b>SY BMS</b>	<b>Semester III (Practical)</b>
RJCUBMS302A Corporate Finance	<ul style="list-style-type: none"> <li>• Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd</li> <li>• Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.</li> <li>• Chandra, P. (2011). Corporate Valuation and Value Creation, (1st ed). TMH</li> <li>• Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India.</li> <li>• M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.</li> <li>• Prasanna Chandra - Financial Management - Tata - McGraw Hill</li> </ul>

**S.Y.BMS SEMESTER III - Elective Course (Marketing)**

<b>SY BMS</b>	<b>Semester III (Theory)</b>
RJCUBMS301B Consumer Behaviour	<ul style="list-style-type: none"> <li>▪ Schiffman, L.G., Kanuk, L.L., &amp; Kumar, S.R. (2011). Consumer Behaviour (10th ed.). Pearson.</li> <li>▪ Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson .</li> <li>▪ Blackwell, R.D., Miniard, P.W., &amp; Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.</li> <li>▪ Hawkins, D.I., Best, R. J., Coney, K.A., &amp; Mookerjee, A. (2007). Consumer Behaviour –</li> <li>▪ Loudan, David L and Bitta, A.J. Della Consumer Behaviour</li> <li>▪ Kotler, P. &amp; Keller, K. L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson</li> <li>▪ Nair, Suja R- Consumer Behaviour in Indian Perspective</li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

<b>SY BMS</b>	<b>Semester III (Theory)</b>
<b>RJCUBMS302B</b> <i>Advertising</i>	<ul style="list-style-type: none"> <li>• Belch, Michael, "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010</li> <li>• Mohan, Manendra "Advertising Management Concept and Cases", Tata Mcgraw Hill 2008</li> <li>• Kleppner, Russell J; Thomac, Lane W , "Advertising Procedure", Prentice Hall 1999</li> <li>• Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007</li> <li>• Sharma, Sangeeta and Singh, Raghuvir "Advertising planning and Implementation", Prentice Hall of India 2006</li> <li>• Clow , Kenneth E and Baack, Donald E "Inetegrated Advertising Promotion and Marketing Communication", Pearson Edu 2014</li> <li>• Duncan, Tom, "Principles of Advertising and IMC", Tata Mcgraw Hill Pub 2006</li> </ul>

**S.Y.BMS SEMESTER III - Elective Course (Human Resource)**

<b>SY BMS</b>	<b>Semester III (Theory)</b>
<b>RJCUBMS301C</b> <i>Employees Relations &amp; Welfare</i>	<ul style="list-style-type: none"> <li>• <i>Personnel Management and Industrial relations – P. C. Shejwalkar and S. B. Malegaonkar</i></li> <li>• <i>Labour Management relations in India – K.M. Subramanian</i></li> <li>• <i>Trade Unionism Myth and Reality, New Delhi, Oxford University Press, 1982</i></li> <li>• <i>Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj</i></li> </ul>

<b>SY BMS</b>	<b>Semester III (Theory)</b>
<b>RJCUBMS302C</b> <i>Organisation Behaviour &amp; HRM</i>	<ul style="list-style-type: none"> <li>• <i>Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.</i></li> <li>• <i>Prasad L M, Organizational Behaviour, Sultan Chand</i></li> <li>• <i>Khanka S. S., Organizational Behaviour, S. Chand</i></li> <li>• <i>P.L. Rao-International Human Resource</i></li> <li>• <i>Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.</i></li> <li>• <i>Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata</i></li> <li>• <i>McGraw-Hill, New Delhi.</i></li> <li>• <i>Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.</i></li> </ul>



**S.Y.BMS Syllabus Semester III & IV**

**S.Y.BMS SEMESTER III - Core Course**

<b>SY BMS</b>	<b>Semester III (Theory)</b>
RJCUBMS303 Business Planning & Entrepreneurial Management	<ul style="list-style-type: none"> <li>• <i>Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.</i></li> <li>• <i>Entrepreneurial Development - S.S. Khanna</i></li> <li>• <i>Entrepreneurship &amp; Small Business Management - CL Bansal, Haranand Publication</i></li> <li>• <i>Entrepreneurial Development in India - Sami Uddin, Mittal Publication</i></li> <li>• <i>Entrepreneur Vs Entrepreneurship- Human</i></li> </ul>

<b>SY BMS</b>	<b>Semester III (Practical)</b>
RJCUBMS304 Accounting for Managerial Decisions	<ul style="list-style-type: none"> <li>• <i>Srivastava R M, Essentials of Business Finance, Himalaya Publications</i></li> <li>• <i>Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin</i></li> <li>• <i>Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.</i></li> <li>• <i>Hingorani NL and ramanthan AR - Management Accounting , New Delhi</i></li> <li>• <i>Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi</i></li> <li>• <i>Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi</i></li> <li>• <i>Gupta , SP - Management Accounting , Sahitya Bhawan , Agra .</i></li> </ul>

<b>SY BMS</b>	<b>Semester III (Theory)</b>
RJCUBMS305 Strategic Management	<ul style="list-style-type: none"> <li>• <i>Kazmi Azhar, Business Policy &amp; Strategic Management, Tata McGraw Hill.</i></li> <li>• <i>P.K. Ghosh : Business Policy , Strategy , Planning and Management</i></li> <li>• <i>Christensen , Andrews Dower: Business Policy- Text and Cases</i></li> <li>• <i>William F. Gkycj : Business Policy – Strategy Formation and Management Action</i></li> <li>• <i>Bongee and Colonan : Concept of Corporate Strategy.</i></li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

**S.Y.BMS SEMESTER III – Ability Enhancement Course (AEC)**

<b>SY BMS</b>	<b>Semester III (Theory &amp; Practical)</b>
<i>RJCUBMS306 Information Technology in Business Management - I</i>	<ul style="list-style-type: none"> <li>Information Technology for Management, 6TH ED (With CD ) By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)</li> <li>Microsoft Office Professional 2013 Step by Step By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch</li> <li>Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)</li> <li>Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan (E-Book <a href="https://play.google.com/books/reader?id=tsP15h9gr8MC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PR7.w.2.1.0">https://play.google.com/books/reader?id=tsP15h9gr8MC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PR7.w.2.1.0</a>)</li> <li>Electronic Commerce - Technologies &amp; Applications. Bharat, Bhaskar <a href="https://play.google.com/books/reader?id=F1zbUaBtk7IC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PP1">https://play.google.com/books/reader?id=F1zbUaBtk7IC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PP1</a></li> </ul>

**S.Y.BMS SEMESTER III – Skill Enhancement Course (SEC)**

<b>SY BMS</b>	<b>Semester III (Theory)</b>
<i>RJCUBMS307 Foundation Course (Environmental Management) - III</i>	<ul style="list-style-type: none"> <li><i>Environment Management , N.K. Uberoi , Excel Books, Delhi</i></li> <li><i>Environmental Management - Text &amp; Cases, Bala Krishnamoorthy, Prentice Hall of India</i></li> <li><i>Environmental Management- National and global Perspectives, Swapan C. Deb , JAICO</i></li> <li><i>Environmental Management , Dr.Anand S. Bal , Himalaya Publishing House</i></li> <li><i>Environmental Priorities in India , Khoshoo , Environmental Society (N.Delhi)</i></li> </ul>

**S.Y.BMS SEMESTER IV - Elective Course (Finance)**

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
<i>RJCUBMS401A Auditing</i>	<ul style="list-style-type: none"> <li><i>CA Surbhi Bansal – Audit and Assurance</i></li> <li><i>Taxmann – Auditing</i></li> <li><i>Dr.SMeenakumari – Fundamentals of Auditing</i></li> <li><i>Baldev Sachdeva&amp;Jagwant Singh Pardeep Kumar – Auditing theory &amp; Practice.</i></li> </ul>

<b>SY BMS</b>	<b>Semester IV (Theory)</b>
<i>RJCUBMS402A Strategic Cost Management</i>	<ul style="list-style-type: none"> <li><i>Dr. Girish Jakhotiya-Strategic Financial Management</i></li> <li><i>Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi</i></li> <li><i>Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Del</i></li> <li><i>John K Shank &amp; Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press</i></li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

**S.Y.BMS SEMESTER IV - Elective Course (Marketing)**

<b>SY BMS</b>	<b>Semester IV(Theory)</b>
<i>RJCUBMS401B Integrated Marketing Communication</i>	<ul style="list-style-type: none"> <li>• Belch, Michael, Belch,George "Advertising and Promotion: An integrated marketing communications perspective" Tata Mcgraw Hill 2010</li> <li>• Clow ,Kenneth E ;Baack, Donald E "Integrated Advertising Promotion and Marketing Communication",Pearson Edu 2014</li> <li>• Duncan,Tom,"Principles of Advertising and IMC",Tata Mcgraw Hill Pub 2006</li> <li>• Shah, Kruti ;D'Souza, Allan, "Advertising and IMC",Tata Mcgraw Hill 2014</li> <li>• Shimp, Terence, "Advertising and promotion :An IMC Approach",Cengage Learning 2007</li> <li>• Dutta,Kirti, "Integrated Marketing Communication" Oxford University Press,2016</li> <li>• Gopalakrishnan, P S , "Integrated Marketing Communication: Concepts and Cases",ICFAI University Press,2008</li> </ul>

<b>SY BMS</b>	<b>Semester IV(Theory)</b>
<i>RJCUBMS402B Rural Marketing</i>	<ul style="list-style-type: none"> <li>• Badi &amp; Badi : Rural Marketing</li> <li>• Mamoria, C.B. &amp; Badri Vishal : Agriculture problems in India</li> <li>• Arora, R.C. : Integrated Rural Development</li> <li>• Rajgopal : Managing Rural Business</li> <li>• Gopalswamy, T.P. : Rural Marketing</li> </ul>

**S.Y.BMS SEMESTER IV - Elective Course (Human Resource)**

<b>SY BMS</b>	<b>Semester IV(Theory)</b>
<i>RJCUBMS401C Training &amp; Development in HRM</i>	<ul style="list-style-type: none"> <li>• Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.</li> <li>• Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York</li> <li>• Employee Training And Development - Raymond Noe</li> <li>• Every Trainers Handbook- Devendra Agochia</li> <li>• 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma</li> <li>• Training And Development- S.K. Bhatia</li> </ul>

<b>SY BMS</b>	<b>Semester IV(Theory)</b>
<i>RJCUBMS402C Change Management</i>	<ul style="list-style-type: none"> <li>• Organisational Development by French and Bell</li> <li>• An experiential approach to O.D. by Harvey and Brown</li> <li>• Consultants and Consulting Styles by Dharani Sinha P.</li> <li>• Kavita Singh- Organization change</li> <li>• S.K. Bhatia- Organisational Change-</li> <li>• K.Ashwathapa- Management &amp; OB, HRM.</li> <li>• Radha Sharma- Training &amp; Development</li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

**S.Y.BMS SEMESTER IV - Core Course**

<b>SY BMS</b>	<b>Semester IV(Theory)</b>
RJCUBMS403 Business Economics-II	

<b>SY BMS</b>	<b>Semester IV(Theory &amp; Practical )</b>
RJCUBMS404 Business Research Methods	<ul style="list-style-type: none"> <li>• <i>Research for Marketing Decisions Paul E. Green, Donald S. Tull</i></li> <li>• <i>Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.</i></li> <li>• <i>Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication</i></li> <li>• <i>Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill</i></li> <li>• <i>Marketing research and applied orientation, Naresh K Malhotra, Pearson</i></li> <li>• <i>Statistics for management, Levin and Reuben, Prentice Hall.</i></li> <li>• <i>Research Methods for Management: S Shajahan, Jaico Publishing</i></li> </ul>

<b>SY BMS</b>	<b>Semester IV(Theory)</b>
RJCUBMS405 Production & Total Quality Management	<ul style="list-style-type: none"> <li>• <i>Production and Operations Management: R. Paneerselvam</i></li> <li>• <i>Production (Operations) Management: L.C. Jhamb</i></li> <li>• <i>K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management</i></li> <li>• <i>Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill</i></li> <li>• <i>Srinivas Gondhalekar and Uday Salunkhe, "Productivity Techniques", Himalaya Publishing House</i></li> <li>• <i>Gerard Leone and Richard D. Rahn, "Productivity Techniques", Jaico Book House</i></li> <li>• <i>John S. Oakland, "TQM: Text with Cases", Butterworth-Heinemann</i></li> <li>• <i>David J. Sumanth, "Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press</i></li> </ul>

**S.Y.BMS Syllabus Semester III & IV**

**S.Y.BMS SEMESTER IV – Ability Enhancement Course (AEC)**

<b>SY BMS</b>	<b>Semester IV(Theory)</b>
RJCUBMS406 Information Technology in Business Management - II	<ul style="list-style-type: none"> <li>• Information Technology for Management, 6TH ED (With CD )</li> <li>• By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)</li> <li>• Microsoft Office Professional 2013 Step by Step</li> <li>• By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch</li> <li>• Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)</li> <li>• Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan</li> <li>• (E-Book <a href="https://play.google.com/books/reader?id=tsP15h9gr8MC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PR7.w.2.1.0">https://play.google.com/books/reader?id=tsP15h9gr8MC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PR7.w.2.1.0</a>)</li> <li>• Electronic Commerce - Technologies &amp; Applications. Bharat, Bhaskar</li> <li>• <a href="https://play.google.com/books/reader?id=F1zbUaBtk7IC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PP1">https://play.google.com/books/reader?id=F1zbUaBtk7IC&amp;printsec=frontcover&amp;output=reader&amp;hl=en&amp;pg=GBS.PP1</a></li> </ul>

**S.Y.BMS SEMESTER IV – Skill Enhancement Course (SEC)**

<b>SY BMS</b>	<b>Semester IV(Theory)</b>
RJCUBMS407 Foundation Course (Ethics & Governance) - IV	<ul style="list-style-type: none"> <li>• Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2nd Edition</li> <li>• C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010</li> <li>• Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition</li> <li>• Richard T DeGeorge, Business Ethics, Pearson, 7th Edition</li> <li>• Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008</li> <li>• S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010</li> <li>• Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998</li> </ul>