



Hindi Vidya Prachar Samiti's

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



Affiliated to

UNIVERSITY OF MUMBAI

Syllabus for the F.Y.BMS

Program: Bachelor of Management Studies.

Course: Management Studies

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

F.Y.BMS Syllabus Semester I & II

DISTRIBUTION OF TOPICS AND CREDITS

F.Y.BMS SEMESTER I

Course	Nomenclature	Credits	Topics
RJCUBMS101	Introduction to Financial Accounts	03	<ol style="list-style-type: none"> 1. Introduction 2. Accounting Transactions 3. Depreciation Accounting & Trial Balance 4. Final Accounts
RJCUBMS102	Business Law	03	<ol style="list-style-type: none"> 1. Contract Act, 1872 & Sale of Goods Act, 1930 2. Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986 3. Company Law 4. Intellectual Property Rights (IPR)
RJCUBMS103	Business Statistics	03	<ol style="list-style-type: none"> 1. Introduction to Statistics 2. Measures of Dispersion, Co-Relation and Linear Regression 3. Time Series and Index Number 4. Probability and Decision Theory
RJCUBMS104	Business Communication - I	03	<ol style="list-style-type: none"> 1. Theory of Communication 2. Obstacles to Communication in Business World 3. Business Correspondence 4. Language and Writing Skills
RJCUBMS105	Foundation Course - I	02	<ol style="list-style-type: none"> 1. Overview of Indian Society 2. Concept of Disparity - 1 3. Concept of Disparity - 2 4. The Indian Constitution 5. Significant Aspects of Political Processes
RJCUBMS106	Foundation of Human Skills	03	<ol style="list-style-type: none"> 1. Understanding of Human Nature 2. Introduction to Group Behaviour 3. Organizational Culture and Motivation at Workplace 4. Organisational Change, Creativity and 5. Development and Work Stress
RJCUBMS107	Business Economics - I	03	<ol style="list-style-type: none"> 1. Introduction 2. Demand Analysis 3. Supply and Production Decisions and Cost of Production 4. Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition Production 5. Pricing Practices

F.Y.BMS. SEMESTER II

F.Y.BMS Syllabus Semester I & II

Course	Nomenclature	Credits	Topics
RJCUBMS201	Principles of Marketing	03	<ol style="list-style-type: none"> 1. Introduction to Marketing 2. Marketing Environment, Research and Consumer Behaviour 3. Marketing Mix 4. Segmentation, Targeting and Positioning and Trends In Marketing
RJCUBMS202	Industrial Law	03	<ol style="list-style-type: none"> 1. Laws Related to Industrial Relations and Industrial Disputes 2. Laws Related to Health, Safety and Welfare 3. Social Legislation 4. Laws Related to Compensation Management
RJCUBMS203	Business Mathematics	03	<ol style="list-style-type: none"> 1. Elementary Financial Mathematics 2. Matrices and Determinants 3. Derivatives and Applications of Derivatives 4. Numerical Analysis [Interpolation]
RJCUBMS204	Business Communication II	03	<ol style="list-style-type: none"> 1. Presentation Skills 2. Group Communication 3. Business Correspondence 4. Language and Writing Skills
RJCUBMS205	Foundation Course - II	02	<ol style="list-style-type: none"> 1. Globalisation and Indian Society 2. Human Rights 3. Ecology 4. Understanding Stress and Conflict 5. Managing Stress and Conflict in Contemporary Society
RJCUBMS206	Business Environment	03	<ol style="list-style-type: none"> 1. Introduction to Business Environment 2. Political and Legal environment 3. Social and Cultural Environment, Technological environment and Competitive Environment 4. International Environment
RJCUBMS207	Principles of Management	03	<ol style="list-style-type: none"> 1. Nature of Management 2. Planning and Decision Making 3. Organising 4. Directing, Leadership, Co-ordination and 5. Controlling

F.Y.BMS Syllabus Semester I & II

SEMESTER I (PRACTICAL)		L	Cr
Subject: Introduction to Financial Accounts	Paper Code: RJCUBMS101	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> • <i>Meaning and Scope of Accounting: Need and development, definition: Book-Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting</i> • <i>Accounting principles: Introductions to Concepts and conventions.</i> • <i>Introduction to Accounting Standards: Meaning and Scope)</i> <ul style="list-style-type: none"> • <i>AS 1: Disclosure to Accounting Policies</i> • <i>AS 6: Depreciation Accounting.</i> • <i>AS 9: Revenue Recognition.</i> • <i>AS 10: Accounting For Fixed Assets.</i> • <i>International Financial Reporting Standards (IFRS): Introduction to IFRS</i> <ul style="list-style-type: none"> • <i>IAS-1: Presentation of Financial Statements (Introductory Knowledge)</i> • <i>IAS-2: Inventories (Introductory Knowledge)</i> • <i>Accounting in Computerized Environment: Introduction, Features and application in various areas of Accounting</i> 			
UNIT II		15	
Accounting Transactions and Trial Balance			
<ul style="list-style-type: none"> • Accounting transactions: <i>Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal & ledger: Rules regarding posting.</i> • Preparation of Trial Balance: <i>Introduction and Preparation of Trial Balance</i> • Expenditure: <i>Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test.</i> • Receipts: <i>Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.</i> • Profit or Loss: <i>Revenue profit or loss, capital profit or loss</i> 			
UNIT III		15	
Depreciation Accounting			
<ul style="list-style-type: none"> • Depreciation accounting: <i>Practical problem based on depreciation using SLM and RBM methods. (Where Provision for depreciation Account not maintained).</i> 			
UNIT IV		15	
Final Accounts			
<ul style="list-style-type: none"> • <i>Introduction to Final Accounts of a Sole proprietor.</i> • <i>Rectification of errors.</i> • <i>Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet.</i> • <i>Preparation and presentation of Final Accounts in horizontal format</i> 			

F.Y.BMS Syllabus Semester I & II

Financial Statement Analysis			
<ul style="list-style-type: none"> • Introduction to Schedule VI of Indian Companies Act 1956. • Relationship between items in Balance Sheet and Revenue Statement. • Study of Balance Sheet and Income Statement/Revenue Statement in vertical form suitable for analysis 3. 			
SEMESTER I (THEORY)		L	Cr
Subject: Business Law	Paper Code: RJCUBMS102	60	3
UNIT I		15	
Contract Act, 1872 & Sale of Goods Act, 1930			
<ul style="list-style-type: none"> • Contract Act, 1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract. • Sale of Goods Act, 1930: Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller. 			
UNIT II		15	
Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986			
<ul style="list-style-type: none"> • Negotiable Instrument Act, 1981: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque. • Consumer Protection Act, 1986: Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” Consumer disputes and Complaints. 			
UNIT III		15	
Company Law			
<ul style="list-style-type: none"> • Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares 			
UNIT IV		15	
Intellectual Property Rights(IPR)			
<ul style="list-style-type: none"> • Intellectual Property Rights (IPR) <ul style="list-style-type: none"> • IPR definition/ objectives • Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications • Trademarks, definition, types of trademarks, infringement and passing off. • Copy right definition and subject in which copy right exists, Originality, • Meaning and Content, Authors and Owners, Rights and Restrictions. • Geographical indications (only short notes) 			
SEMESTER I (PRACTICAL)		L	Cr

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Subject: Business Law	Paper Code: RJCUBMS103	60	3
UNIT I		15	
Introduction to Statistics			
<ul style="list-style-type: none"> • Introduction: Functions/Scope, Importance, Limitations • Data: Relevance of Data(Current Scenario), Type of data(Primary & Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) (In Brief) • Presentation Of Data: Classification – Frequency Distribution – Discrete & Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives) • Measures Of Central Tendency: Mean (A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), Comparative analysis of all measures of Central Tendency 			
UNIT II		15	
Measures of Dispersion, Co-Relation and Linear Regression			
<ul style="list-style-type: none"> • Measures Of Dispersion: Range with C.R(Co-Efficient Of Range), Quartiles & Quartile deviation with CQ (Co-Efficient Of Quartile), Mean Deviation from mean with CMD (Co-Efficient Of Mean Deviation), Standard deviation with CV(Co-Efficient Of Variance), Skewness & Kurtosis (Only concept) • Co-Relation: Karl Pearson, Rank Co-Relation • Linear Regression: Least Square Method • Concept of Multiple correlation and regression 			
UNIT III		15	
Time Series and Index Number			
<ul style="list-style-type: none"> • Time Series: Least Square Method, Moving Average Method, Determination of Season • Index Number: Simple(un-weighted) Aggregate Method, Weighted Aggregate Method, Simple Average of Price Relatives, Weighted Average of Price Relatives, Chain Base Index Numbers, Base Shifting, Splicing and Deflating, Cost of Living Index Numbers 			
UNIT IV		15	
Probability and Decision Theory			

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<ul style="list-style-type: none"> • Probability: Concept of Sample space, Concept of Event, Definition of Probability, Addition & Multiplication laws of Probability, Conditional Probability, Bayes' Theorem (Concept only), Expectation & Variance, Concept of Probability Distribution (Only Concept) • Decision Theory: Acts, State of Nature Events, Pay offs, Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty, Non-Probability: Maximax, Maximin, Minimax, Regret, Laplace & Hurwicz) • Probabilistics (Decision Making under risk): EMV, EOL, EVPI & Decision Tree 			
SEMESTER I (THEORY)		L	Cr
Subject : Business Communication - I	Paper Code: RJCUBMS104	60	3
UNIT I		15	
Theory of Communication			
<ul style="list-style-type: none"> • Concept of Communication: Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication • Channels and Objectives of Communication: Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine • Objectives of Communication: Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees(A brief introduction to these objectives to be given) • Methods and Modes of Communication: <ul style="list-style-type: none"> • Methods: Verbal and Nonverbal, Characteristics of Verbal Communication • Characteristics of Non-verbal Communication, Business Etiquette • Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax] • Computers and E- communication Video and Satellite Conferencing • <u>Case study discussion where lack of communication or incorrect mode used affected business and commercial activities leading to losses</u> <u>Mock interviews for correct etiquette.</u> 			
UNIT II		15	
Obstacles to Communication in Business World			

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<ul style="list-style-type: none"> • Problems in Communication /Barriers to Communication: Physical/Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers. • Listening: Importance of Listening Skills, Cultivating good Listening Skills – 4 • Introduction to Business Ethics: <ul style="list-style-type: none"> • Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility • Teachers can adopt a case study approach and address issues such as the following so as to orient and sensitize the student community to actual business practices: <ul style="list-style-type: none"> ▪ Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste, Human Rights Violations and Discrimination on the basis of gender, race, caste,religion, appearance and sexual orientation at the workplace Piracy, Insurance, Child Labour. • <u>Role play by students: scenarios given, and learners tackle the obstacles to effective communication</u> • <u>Listening to an audio clip and answer questions</u> 		
UNIT III	15	
Business Correspondence		
<ul style="list-style-type: none"> • Theory of Business Letter Writing: Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing, • Personnel Correspondence: Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation (to be taught but not to be tested in the examination)] 		
UNIT IV	15	
Language and Writing Skills		
<p>Commercial Terms used in Business Communication</p> <ul style="list-style-type: none"> • Paragraph Writing: Developing an idea, using appropriate linking devices, etc Cohesion and Coherence, self-editing, etc [Interpretation of technical data, Composition on a given situation, a short informal report etc.] • Activities: <ul style="list-style-type: none"> ▪ Listening Comprehension ▪ Remedial Teaching ▪ Speaking Skills: Presenting a News Item, Dialogue and Speeches ▪ Paragraph Writing: Preparation of the first draft, Revision and Self–Editing, Rules of spelling. ▪ Reading Comprehension: Analysis of texts from the fields of Commerce and Management <p>Board Language and Writing Skills</p> <ul style="list-style-type: none"> • <u>Writing book reviews</u> 		
SEMESTER I (THEORY)	L	Cr

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Subject: Foundation Course – I	Paper Code: RJCUBMS105	45	2
UNIT I		05	
Overview of Indian Society			
<ul style="list-style-type: none"> • Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender; Appreciate the concept of linguistic diversity in relation to the Indian situation; • Understand regional variations according to rural, urban and tribal characteristics; • Understanding the concept of diversity as difference. 			
UNIT II		10	
Concept of Disparity - 1			
<ul style="list-style-type: none"> • Understand the concept of disparity as arising out of stratification and inequality; • Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women in media; • Appreciate the inequalities faced by people with disabilities and understand the issues of people with physical and mental disabilities 			
UNIT III		10	
Concept of Disparity - 2			
<ul style="list-style-type: none"> • Examine inequalities manifested due to the caste system and inter-group conflicts arising thereof; • Understand inter-group conflicts arising out of communalism; • Examine the causes and effects of conflicts arising out of regionalism and linguistic differences 			
UNIT IV		10	
The Indian Constitution			
<ul style="list-style-type: none"> • Philosophy of the Constitution as set out in the Preamble; • The structure of the Constitution-the Preamble, Main Body and Schedules; Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society; • Basic features of the Constitution. 			
UNIT V		10	
Significant Aspects of Political Processes			
<ul style="list-style-type: none"> • The party system in Indian politics; Local self-government in urban and rural areas; • The 73rd and 74th Amendments and their implications for inclusive politics; 			

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<ul style="list-style-type: none"> • <i>Role and significance of women in politics</i> 			
SEMESTER I (THEORY)		L	Cr
Subject: Foundation of Human Skills	Paper Code: RJCUBMS106	60	3
UNIT I		15	
Understanding of Human Nature			
<ul style="list-style-type: none"> • Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment • Personality and attitude: Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation , self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions • Thinking, learning and perceptions: Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type (IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attribution). 			
UNIT II		15	
Introduction to Group Behaviour			
<ul style="list-style-type: none"> • Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures) • Team effectiveness: nature, types of teams, ways of forming an effective team. • Setting goals. • Organizational processes and system. • Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games. • Organizational conflicts and resolution: Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes. • <u>Threats to group effectiveness.</u> 			
UNIT III		15	
Organizational Culture and Motivation at workplace			
<ul style="list-style-type: none"> • Organizational Culture: <ul style="list-style-type: none"> • Characteristics of organizational culture. • Types, functions and barriers of organizational culture • Ways of creating and maintaining effective organization culture 			

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<ul style="list-style-type: none"> • Motivation at workplace: Concept of motivation <ul style="list-style-type: none"> • Theories of motivation in an organisational set up. • A.Maslow Need Heirachy • F.Hertzberg Dual Factor • Mc.Gregor theory X and theory Y. • Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace. 		
UNIT IV	15	
Organisational Change, Creativity and Development and Work Stress		
<ul style="list-style-type: none"> • Organisational change and creativity: Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving. • Organisational Development and work stress: Need for organizational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress • <u>How an organization learns to innovate</u> 		
SEMESTER I (THEORY)	L	Cr
Subject: Business Economics - I	Paper Code: RJCUBMS107	60
		3
UNIT I	10	
Introduction		
<ul style="list-style-type: none"> • Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making, The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium 		
UNIT II	10	
Demand Analysis		
<ul style="list-style-type: none"> • Demand Function - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts • Demand estimation and forecasting: Meaning and significance - methods of demand estimation : survey and statistical methods (numerical illustrations on trend analysis and simple linear regression) 		

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UNIT III		15	
Supply and Production Decisions and Cost of Production			
<ul style="list-style-type: none"> Production function: short run analysis with Law of Variable Proportions- Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale. Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (hypothetical numerical problems to be discussed), LAC and Learning curve - Break even analysis (with business applications) 			
UNIT IV		15	
Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition			
<ul style="list-style-type: none"> Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition: Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly Monopolistic competition: Equilibrium of a firm under monopolistic competition, debate over role of advertising (topics to be taught using case studies from real life examples) Oligopolistic markets: key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models (with practical examples) 			
UNIT V		10	
Pricing Practices			
<ul style="list-style-type: none"> Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing – transfer pricing (case studies on how pricing methods are used in business world) 			

SEMESTER II (THEORY)		L	Cr
Subject: Principles of Marketing	Paper Code: RJCUBMS201	60	3
UNIT I		15	
Introduction to Marketing			
<ul style="list-style-type: none"> Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function 			

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<ul style="list-style-type: none"> • Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges. • Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing. 		
UNIT II	15	
Marketing Environment, Research and Consumer Behaviour		
<ul style="list-style-type: none"> • The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders. • Macro environment: Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors (PEST Analysis) • Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research • MIS: Meaning, features and Importance. • Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour 		
UNIT III	15	
Marketing Mix		
<ul style="list-style-type: none"> • Marketing mix: Meaning –elements of Marketing Mix. • Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product. • Branding –Packing and packaging – role and importance • Pricing – objectives- factors influencing pricing policy and Pricing strategy. • Physical distribution – meaning – factor affecting channel selection-types of marketing channels. • Promotion – meaning and significance of promotion. Promotion tools (brief) 		
UNIT IV	15	
Segmentation, Targeting and Positioning and Trends In Marketing		
<ul style="list-style-type: none"> • Segmentation – meaning , importance , basis • Targeting – meaning , types • Positioning – meaning – strategies • New trends in marketing – E-marketing , Internet marketing and marketing using Social network / <u>Green Marketing, Niche Marketing, Cause Marketing, Affiliate Marketing.</u> • Social marketing/ Relationship marketing 		

SEMESTER II (THEORY)		L	Cr
Subject: Industrial Law	Paper Code: RJCUBMS202	60	3
UNIT I		15	
Laws Related to Industrial Relations and Industrial Disputes			

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<ul style="list-style-type: none"> • <i>Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure</i> • <i>The Trade Union Act, 1926</i> 		
UNIT II	15	
Laws Related to Health, Safety and Welfare		
<ul style="list-style-type: none"> • <i>The Factory Act 1948: (Provisions related to Health, Safety and Welfare)</i> • <i>The Workmen's Compensation Act, 1923 Provisions:</i> <ul style="list-style-type: none"> • <i>Introduction: The doctrine of assumed risk, The doctrine of Common</i> • <i>Employment, The doctrine of Contributory Negligence</i> • <i>Definitions</i> • <i>Employers liability for compensation (S-3 to 13)</i> • <i>Rules as to Compensation (Sec 4 to Sec 9) (14 A & 17)</i> 		
UNIT III	15	
Social Legislation		
<ul style="list-style-type: none"> • <i>Employee State Insurance Act 1948: Definition and Employees Provident Fund</i> • <i>Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues</i> 		
UNIT IV	15	
Laws Related to Compensation Management		
<ul style="list-style-type: none"> • <i>The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions</i> • <i>Payment of Bonus Act, 1965</i> • <i>The Payment Of Gratuity Act, 1972 - Introduction, objects, Applicability of Act, Definition, Nomination, Mode, Limit & Recovery</i> 		

SEMESTER II (PRACTICAL)		L	Cr
Subject: Business Mathematics	Paper Code: RJCUBMS203	60	3
UNIT I		15	
Elementary Financial Mathematics			
<ul style="list-style-type: none"> • Simple and Compound Interest: <i>Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest</i> • <i>Annuity-Present and future value-sinking funds</i> • Depreciation of Assets: <i>Equated Monthly Installments (EMI) - using flat interest rate and reducing balance method.</i> • Functions: <i>Algebraic functions and the functions used in business and</i> 			

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<p>economics, Break Even and Equilibrium point.</p> <ul style="list-style-type: none"> • Permutation and Combination: (Simple problems to be solved with the calculator only) <p><u>I). Number Systems:</u></p> <p>a). Decimal system: The most commonly used number system, to understand place value and absolute value.</p> <p>b). Binary Number system.</p> <p>c). Fractional Numbers.</p> <p><u>II). Solving of simultaneous equations</u></p> <p><u>III). Logarithms: To find log of some number to the base of something.</u></p>		
UNIT II	15	
Matrices and Determinants		
<ul style="list-style-type: none"> • Matrices: Some important definitions and some important results. Matrix operation (Addition, scalar multiplication, matrix multiplication, transpose of a matrix) • Determinants of a matrix of order two or three: properties and results of Determinants • Solving a system of linear equations using Cramer's rule • Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method • Case study: Input Output Analysis 		
UNIT III	15	
Derivatives and Applications of Derivatives		
<ul style="list-style-type: none"> • Introduction and Concept: Derivatives of constant function, logarithmic functions, polynomial and exponential function • Rules of derivatives: addition, multiplication, quotient • Second order derivatives • Application of Derivatives: Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand 		
UNIT IV	15	
Numerical Analysis [Interpolation]		
<ul style="list-style-type: none"> • Introduction and concept: Finite differences – forward difference operator – Newton's forward difference formula with simple examples • Backward Difference Operator. Newton's backward interpolation formula with simple examples 		

SEMESTER II (THEORY)		L	Cr
Subject: Business Communication - II	Paper Code: RJCUBMS204	60	3

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UNIT I		15	
Presentation Skills			
<ul style="list-style-type: none"> • Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation • Effective use of OHP • Effective use of Transparencies • How to make a Power-Point Presentation 			
UNIT II		15	
Group Communication			
<ul style="list-style-type: none"> • Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit • Meetings: Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions • Conference: Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing • Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR 			
UNIT III		15	
Business Correspondence			
<ul style="list-style-type: none"> • Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given) • Only following to be taught in detail:- • Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act • [Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.] 			
UNIT IV		15	
Language and Writing Skills			
<ul style="list-style-type: none"> • Reports: Parts, Types, Feasibility Reports, Investigative Reports • Summarisation: Identification of main and supporting/sub points Presenting these in a cohesive manner 			

SEMESTER II (THEORY)		L	Cr
Subject: Foundation Course - II	Paper Code: RJCUBMS205	60	2

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UNIT I	07	
Globalisation and Indian Society		
<ul style="list-style-type: none"> • <i>Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life;</i> • <i>Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise incorporate farming and increase in farmers' suicides.</i> 		
UNIT II	10	
Human Rights		
<ul style="list-style-type: none"> • <i>Concept of Human Rights; origin and evolution of the concept;</i> • <i>The Universal Declaration of Human Rights;</i> • <i>Human Rights constituents with special reference to Fundamental Rights stated in the Constitution</i> 		
UNIT III	10	
Ecology		
<ul style="list-style-type: none"> • <i>Importance of Environment Studies in the current developmental context;</i> • <i>Understanding concepts of Environment, Ecology and their interconnectedness;</i> • <i>Environment as natural capital and connection to quality of human life;</i> • <i>Environmental Degradation- causes and impact on human life;</i> • <i>Sustainable development- concept and components; poverty and environment</i> 		
UNIT IV	10	
Understanding Stress and Conflict		
<ul style="list-style-type: none"> • <i>Causes of stress and conflict in individuals and society; Agents of socialization and the role played by them in developing the individual; Significance of values, ethics and prejudices in developing the individual;</i> • <i>Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict</i> 		
UNIT V	08	
Managing Stress and Conflict in Contemporary Society		
<ul style="list-style-type: none"> • <i>Types of conflicts and use of coping mechanisms for managing individual stress;</i> • <i>Maslow's theory of self-actualisation; Different methods of responding to</i> 		

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<p><i>conflicts in society;</i></p> <ul style="list-style-type: none"> • <i>Conflict-resolution and efforts towards building peace and harmony in society</i> 		
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SEMESTER II (THEORY)		L	Cr
Subject: Business Environment	Paper Code: RJCUBMS206	60	3
UNIT I		15	
Introduction to Business Environment			
<ul style="list-style-type: none"> • Business: Meaning, Definition, Nature & Scope, Types of Business Organizations • Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment <ul style="list-style-type: none"> ➤ Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis. • Introduction to Micro-Environment: <ul style="list-style-type: none"> • Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity • External Environment: Firm, customers, suppliers, distributors, Competitors, Society • Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal. 			
UNIT II		15	
Political and Legal environment			
<ul style="list-style-type: none"> • Political Institutions: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. • Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy • Impact of business on Private sector, Public sector and Joint sector • Sun-rise sectors of India Economy. Challenges of Indian economy. 			
UNIT III		15	
Social and Cultural Environment, Technological environment and Competitive Environment			
<ul style="list-style-type: none"> • Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business 			

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<ul style="list-style-type: none"> • Technological environment: Features, impact of technology on Business • Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies 		
UNIT IV	15	
International Environment		
<ul style="list-style-type: none"> • GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO. • Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. • MNCs: Definition, meaning, merits, demerits, MNCs in India • FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, • Challenges faced by International Business and Investment Opportunities for Indian Industry. 		

SEMESTER II (THEORY)		L	Cr
Subject: Principles of Management	Paper Code: RJCUBMS207	60	3
UNIT I	15		
Nature of Management			
<ul style="list-style-type: none"> • Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. • Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach <u>Hawthorne Experiment</u> 			
UNIT II	15		
Planning and Decision Making			
<ul style="list-style-type: none"> • Planning: Meaning, Importance, Elements, Process, Limitations and MBO. • Decision Making: Meaning, Importance, Process, Techniques of Decision Making. 			
UNIT III	15		
Organising			
<ul style="list-style-type: none"> • Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations • Departmentation: Meaning, Basis and Significance • Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization • Delegation: Authority & Responsibility relationship 			
UNIT IV	15		

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Directing, Leadership, Co-ordination and Controlling		
<ul style="list-style-type: none"> • Directing: Meaning and Process • Leadership: Meaning, Styles and Qualities of Good Leader • Co-ordination as an Essence of Management <u>Leadership & Motivation Theories</u> <u>Managerial Grid, OHIO, SLT, Vrooms Expectancy theory, Poter & Lawler theory of Motivation & Equity Theory.</u> <ul style="list-style-type: none"> • Controlling: Meaning, Process and Techniques • Recent Trends: Green Management & CSR 		

FY BMS	Semester I (Practical)
<p>RJCUBMS101 Introduction to Financial Accounts</p>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Recognize and understand ethical issues related to the accounting profession. • Prepare financial statements in accordance with Generally Accepted Accounting Principles. • Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements. • To understand the meaning accounting and accountancy. • To understand the terms used in accounting system • To know how the accounting entries are posted in books. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations. • Apply appropriate judgment derived from knowledge of accounting

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	<p><i>theory, to financial analysis and decision making.</i></p> <ul style="list-style-type: none"> • <i>To record the basic journal entries.</i> • <i>Memorize how to calculate depreciation by applying various methods.</i> • <i>Maintain the financial statements of a business entity.</i> • <i>Rectify errors in accounts.</i>
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FY BMS	Semester I (Theory)
RJCUBMS102 Business Law	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • <i>The objective of this course is to provide the students with practical legal knowledge of general business law issues.</i> • <i>It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law.</i> • <i>Aims to learn fundamental concepts, principles, and rules of law that apply to business transactions.</i> • <i>Learning function and operation of the courts, business crimes, contract law, intellectual property, the application of Code to business activities and recent developments in business law, cyber law and electronic commerce</i> <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> • <i>At the end of the course students would be able to understand the basic concepts and laws of business.</i> • <i>Students would be able to understand the Intellectual Property Rights and Consumer Protection Laws.</i> • <i>Apply basic legal knowledge to business transactions.</i> • <i>Communicate effectively using standard business and legal terminology.</i>

FY BMS	Semester I (Practical)
RJCUBMS103 Business Statistics	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • <i>Understand meaning, nature and importance of statistics and to develop the ability to analyze and interpret data.</i> • <i>To provide an understanding for the graduate business students on statistical concepts, know the main properties of each statistical tools and select the most appropriate one for use with a given set of data.</i> • <i>Enable students to apply basic statistical techniques and methods for grouping, tabular and graphical display, analysis and interpretation of statistical data.</i> • <i>Understand some basic terminology in Probability and approach to decision making.</i> • <i>To understand association between two variables, obtain a Regression</i>

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	<p>line and use Regression coefficients to sensibly make forecasts.</p> <p><u>Learning Outcome:</u> After successful completion of the course, students are expected to obtain the following skills:</p> <ul style="list-style-type: none"> • The ability to interpret statistical analysis tools commonly used in the work place. • Independently calculate, basic statistical parameters like mean, median, mode, correlation coefficients, regression lines etc., • Produce appropriate graphical and numerical descriptive statistics for different types of data. • Based on the acquired knowledge, to interpret the meaning of the calculated statistical indicators. • Choose a statistical method for solving practical problem.
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FY BMS	Semester I (Theory)
RJCUBMS104 Business Communication - I	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • To sensitize the learners to the different types of channels of communication and importance of effective business communication in the professional world. • To give knowledge to the learners regarding the barriers to effective communication and means to overcome these barriers. • To introduce the concept of business ethics. • To impart proficiency in business correspondence, language and writing skills. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The learners gain knowledge and understanding of importance of communication and impact of technological advancement on communication. • The learners will be able to identify objectives, suitable channels and modes of communication. • Understanding the obstacles or barriers to effective communication and ways to overcome them.

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	<ul style="list-style-type: none"> • Gain knowledge of importance of business ethics and sensitize to the ethical challenges in the business world. • The learners are able to write application letters and job resumes. • Enhancement of language and writing skills.
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FY BMS	Semester I (Theory)
RJCUBMS105 Foundation Course - I	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • Social issues and society outlook on gender basis, physically handicap • Women in politics and their achievement • Indian constitution and our fundamental rights on an Indian citizen • Child abuse, child trafficking
	<p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • As a Indian citizen the students are made aware of their rights • Issues related to physical handicap and the how to address their needs with regards to societies outlook and travelling hurdles • As an individuals they will be working with different people so they should not be gender basis or regional basis.

FY BMS	Semester I (Theory)
RJCUBMS106 Foundation of Human Skills	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> • To Understand the Human Nature with respect to Heredity & Environment • To Understand briefly the environmental factors - Personality, Attitude, Thinking, Learning & Perception • To Understand group behaviour & team effectiveness along with factors such as power, politics & Conflicts & resolution strategies. • To Understand Organisational culture & theories of Motivation • To Understand Organisational Change & Ways to Handle work stress.
	<p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The Learners understand about their own personalities, maintain their attitude & perception towards the organization • The learners understand the importance of work in a team, maintenance of organisation culture. • The learners understand as to how to keep themselves and other

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	<i>motivated & ways to handle stress.</i>
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FY BMS	Semester I (Theory)
<i>RJCUBMS107 Business Economics - I</i>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • <i>To give knowledge to the learners regarding demand and changes in response to changes in price.</i> • <i>To introduce the concept of consumer is supply and forecasting their purchases.</i> • <i>To avail of different market structure and pricing of different goods including stock market.</i> • <i>To impart proficiency in revenue and cost conditions of the firm and breakeven point.</i> • <i>To introduce the concept of profit and run the business in a sound footing.</i> <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • <i>The learners gain knowledge and understanding of demand and impact on price in purchasing goods.</i> • <i>Gain knowledge of market structure and fact the challenges in business.</i> • <i>Enhancement of output and profit in business.</i> • <i>Understanding of market barriers to entry and ways to overcome theory.</i> • <i>To learners will be able to identify the market and enjoy surplus.</i>

FY BMS	Semester II (Theory)
<i>RJCUBMS201 Principles of Marketing</i>	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • <i>To make the students understand the concept of marketing along with orientation of firms.</i> • <i>To make the students aware about the Marketing Environment, along with consumer behaviour</i> • <i>To make the students aware of Market research, 4p's of Marketing, segmentation, Positioning, targeting different markets Market share.</i> <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • <i>The Learner will be able to analyse the need & wants for different products, markets & industries.</i> • <i>The Learner will be able to analyse the behaviour of consumers.</i> • <i>The Learners will know how to use New trends i.e online, social media marketing.</i>

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FY BMS	Semester II (Theory)
RJCUBMS202 Industrial Law	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To demonstrate an understanding of the role of law in regulating industrial conflict; • To demonstrate an understanding of the legal regulation of trade unions; • To demonstrate the skills required in applying legal rules and principles to factual situations in problem solving exercises. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Develop critically informed analysis of management and union strategies • Develop critically informed analysis of management and union strategies • Analyse the dynamic legal context in which employment relationships are enacted • Apply aspects of employment law to real workplace situations • Critically evaluate emerging trends in employment law • Communicate ideas in an effective manner by leading informed class discussion

FY BMS	Semester II (Practical)
RJCUBMS203 Business Mathematics	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Understanding basic terms in areas of business calculus and financial mathematics • To understand mathematical concepts, principles of calculus and applications, matrix algebra in business & economics • Solve basic Maths problems using whole numbers, fractions decimals. • Communicate Mathematics effectively. • Use Interpolation to derive a simple function from a set of discrete data points so that the function passes through all the given data points and can be used to estimate data points in-between the given ones. <p><u>Learning Outcome:</u> After successful completion of the course, students are expected to obtain the following skills:</p> <ul style="list-style-type: none"> • Demonstrate a computational ability in solving a wide array of mathematical problems. • Analyse real world scenarios to recognize when simple interest, compound interest, annuities, depreciation are appropriate. • Students will be able to analyse, evaluate or solve problems when given a set of circumstances or data.

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	<ul style="list-style-type: none"> • Students will be able to understand and utilize mathematical functions and process.
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FY BMS	Semester II (Theory)
RJCUBMS204 Business Communication II	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To guide the learners for presentation skills(How to make power point presentation, effective use of transparencies, Effective use of OHP) • To give knowledge to the learners regarding group communication (Interview, meetings, Conference, and Public relations. • To sensitize the learners to the different types Trade Letters (order, Credit and status enquiry Collection. • To impart proficiency in business correspondence, language and writing skills. • To identify the ethical dimension of a communication problem and to acknowledge different points of view.
	<p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The learners are able to write application letters and job resumes. • Enhancement of language and writing skills. • Learners will be able to make presentation properly. • Students will be confident in interviews, meetings, conferences and public relations. • Learners will gain an understanding of Business correspondence (trade letters) • Students will be able to find, use, and evaluate primary academic writing associated with the communication discipline. • Students will be able to communicate effectively orally and in writing.

FY BMS	Semester II (Theory)
RJCUBMS205 Foundation Course - II	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Understanding the concepts of liberalization, privatization and globalization • Human Rights, Understanding concepts of Environment, Ecology and their interconnectedness • Causes of stress and conflict in individuals and society; • Types of conflicts and use of coping mechanisms for managing individual stress
	<p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • Student would understand the difference between disinvestment & de-reservation in PSU

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	<ul style="list-style-type: none"> • They would understand how to handle stress & the way to overcome. • They would understand how to handle conflict & ways to resolve conflicts.
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FY BMS	Semester II (Theory)
RJCUBMS206 Business Environment	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand Business Environment - Micro & Macro • To briefly understand Micro & Macro environment with relation to Political, Legal, Social, Cultural, Technological & Competitive Environment • To Understand International Environment along with challenges & investment opportunities for Indian Industry. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The Learners would understand to analyse internal & external environment for various types of industries & service sectors. • The Learner would be able to understand the challenges & opportunities available to Indian Industries & service sectors. • The Learner would be able to do a SWOT analysis of every industry from to Local to International

FY BMS	Semester II (Theory)
RJCUBMS207 Principles of Management	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • To understand the evolution of Management thoughts contributed by F.W Taylor, Henry Fayol & Others. • To understand the different levels of management • To understand briefly the concept of PODSCORB <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • The Learners would be able understand the process of planning & Decision Making & its importance in an organization. • The Learners would also understand the importance of Authority & Responsibility along with centralization & decentralization of work followed in various industries & service sectors. • The Learners would understand different styles of leadership followed in various industries & service sectors. • The Learners would learn a new trend of about green management & CSR in various industries & service sectors.

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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.*

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References

FY BMS	Semester I (Practical)
<p>RJCUBMS101 Introduction to Financial Accounts</p>	<ul style="list-style-type: none"> • <i>Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books</i> • <i>Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education)</i> • <i>Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh– Taxman</i> • <i>Financial Accounting for Business Managers: By Ashish K. Bhattacharya.</i> • <i>Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi</i> • <i>Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi</i> • <i>Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi</i> • <i>Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i> • <i>Financial Accounting by Lesile Chandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi</i> • <i>Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai</i> • <i>Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi</i> • <i>Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc</i> • <i>Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida</i> • <i>Compendium of Statement and Standard of Accounting, ICAI</i> • <i>Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i> • <i>Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai</i> • <i>Company Accounting Standards by ShrinivasanAnand, Taxman, New Delhi</i> • <i>Financial Accounting by V. Rajasekaran, Pearson Publications, New Delhi</i> • <i>Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi</i> • <i>Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi</i> • <i>Financial Accounting a Managerial Perspective, Varadraj B. Bapat, Mehul Raithatha, Tata McGraw Hill Education Pvt. Ltd., New Delhi</i>

FY BMS	Semester I (Theory)
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RJCUBMS102 Business Law	<ul style="list-style-type: none"> • <i>Elements of mercantile Law – N.D.Kapoor</i> • <i>Business Law – P.C. Tulsian</i> • <i>Business Law – SS Gulshan</i> • <i>Company Law – Dr.Avtar Singh</i> • <i>Indian contract Act – Dr.Avtar Singh</i> • <i>Law of Intellectual Property-V.K-Taraporevala</i>
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FY BMS	Semester I (Practical)
RJCUBMS103 Business Statistics	<ul style="list-style-type: none"> • <i>Statistics of Management , Richard Levin & David S. Rubin, Printice Hall of India , New Delhi.</i> • <i>Statistics for Business & Economics, David R Anderson, Dennis J Sweney, Thopmson Publication.</i> • <i>Fundamental of Statistics, S C Gupta, Himalya Publication House.</i> • <i>Business Statistics , Bharadwaj , Excel Books, Delhi</i> • <i>Business Mathematics, S.K Singh & J.K Singh, Brijwasi Book Distributor & Publisher</i>

FY BMS	Semester I (Theory)
RJCUBMS104 Business Communication - I	<ul style="list-style-type: none"> • <i>Agarwal, AnjuD(1989) A Practical Handbook for Consumers, IBH.</i> • <i>Alien, R.K.(1970) Organisational Management through Communication. Ashley,A (1992) A Handbook Of Commercial Correspondence, Oxford University Press.</i> • <i>Aswalthapa, K (1991) Organisational Behaviour, Himalayan Publication, Mumbai. Atreya N and Guha (1994) Effective Credit Management, MMC School of Management, Mumbai</i> • <i>Bahl,J.C. and Nagamia,S.M. (1974) Modern Business Correspondence and Minute Writing.</i> • <i>Balan,K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi</i> • <i>Bangh, LSue, Fryar,Maridell and Thomas David A. (1998)</i> • <i>How to Write First Class Business Correspondence, N.T.C. Publishing Group USA. Banerjee, Bani P (2005)</i> • <i>Foundation of Ethics in Management Excel Books Business world Special Collector's Issue: Ethics and the Manager</i> • <i>Barkar, Alan(1993) Making Meetings Work, Sterling Publications Pvt. Ltd., New Delhi.</i> • <i>Basu,C.R.(1998) Business Organisation and Management, T.M.H.New Delhi.</i> • <i>Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York.</i> • <i>Bhargava and Bhargava(1971) Company Notices, Meetings and Regulations Black, Sam (1972) Practical Public Relations, E.L.B.S. London.</i> • <i>BoveeCourtland,L and Thrill, John V(1989) Business Communication, Today McGraw Hill, New York, Taxman Publication. Burton, G and Thakur, (1995) Management Today- Principles and Practices. T.M.H.,New Delhi.</i> • <i>Narrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, TheDartwell Co., Chicago.</i> • <i>Dayal, Ishwar(9810) Managing Large Organizations: A Comparative Study. Drucher,P.F.(1970) Technology, Management and Society, Pan Books London. Drucher,P.F.(1974)Management Responsibilities Practices, Heinemann, London. 22.Eyre, E.C. (1985) Effective Communication Made Simple, Rupa and</i>

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	<p>Co. Calcutta.</p> <ul style="list-style-type: none"> • <i>Ecouse Barry, (1999), Competitive Communication: A Rhetoric for Modern Business, OUP.</i> • <i>Fisher Dalmar, (1999), Communication in Organisation, Jaico Pub House, Mumbai, Delhi.</i> • <i>Frailley, L.E. (1982) Handbook of Business Letters, Revised Edn. Prentice Hall Inc. French, Astrid (1993) Interpersonal Skills. Sterling Publishers, New delhi.</i> • <i>Fritzsche, David J (2005) Business Ethics: A Global and Managerial Perspective McGraw Hill</i> • <i>Garlside, L.E. (1980) Modern Business Correspondence, McDonald and Evans Ltd. Plymouth.</i> • <i>Ghanekar, A (1996) Communication Skills for Effective Management. Everest Publishing House, Pune.</i> • <i>Graves, Harold F. (1965) Report Writing, Prentice Hall, New Jersey.</i> • <i>Gupta, Anand Das (2010) Ethics, Business and Society: Managing Responsibly Response Books</i> • <i>Gupta, Dipankar (2006) Ethics Incorporated: Top Priority and Bottom Line Response Books</i> • <i>Krevolin, Nathan (1983) Communication Systems and Procedures for Modern Office, Prentice Hall, New Jersey.</i> • <i>Lesikar, Raymond V and Petit, John D. (1994) Business Communication: Theory and Application, Richard D. Irwin Inc. Illinois.</i> • <i>Ludlow, Ron. (1995) The Essence of Effective Communication, Prentice, New Delhi.</i> • <i>M. Ashraf, Rizvi (2006) Effective Technical Communication Tata McGraw Hill</i> • <i>Martson, John E. 1963) The Nature of Public Relations, McGraw Hill, New Delhi.</i> • <i>Majumdar, P.K. (1992) Commentary on the Consumer protection Act, Prentice, New Delhi.</i> • <i>McQuail, Denis (1975), Communication, Longman.</i> • <i>Merrihue, William (1960) Managing by Communication, McGraw Hill, New York.</i> • <i>Mishra Rajiv K (2006) Code of Conduct for Managers Rupa Company</i> • <i>Monippalli, M.M. (1997), The Craft of Business Letter Writing, T.M.H. New Delhi.</i> • <i>The Human Connection, McGraw Hill, New York.</i> • <i>Murphy, Herta and Hilde Brandt, Herbert W (1984) Effective Business Communication, McGraw Hill, New York.</i> • <i>Parry, John (1968) The Psychology of Human Communication.</i> • <i>Parson, C.J. and Hughes (1970) Written Communication for Business Students, Great Britain.</i> • <i>Peterson, Robert A and Ferrell, O.C (2005) Business Ethics: New Challenges for Business Schools and Corporate Leaders Prentice Hall of India Pvt., Ltd</i> • <i>Phillip, Louis V. (1975) Organisational Communication- The Effective Management, Columbus Grid Inc.</i> • <i>Ross, Robert D. (1977) The Management of Public Relations, John Wiley and Sons, U.S.A.</i> • <i>Sadri Sorab, Sinha Arun and Bonnerjee peter (1998) Business Ethics: Concepts and Cases Tata McGraw Hill Public Company Limited</i> • <i>Shekhar, R.C (1997)</i> • <i>Ethical Choices in Business Response Books</i> • <i>Stephenson, James (1988)</i> • <i>Principles and Practice of Commercial Correspondence, Pilman and Sons Ltd. London.</i> • <i>Shurter, Robert L. (1971) Written Communication</i>
FY BMS	Semester I (Theory)
RJCUBMS105 Foundation	<ul style="list-style-type: none"> • <i>Social and Economic Problems in India, Naseem Azad, R Gupta Pub (2011)</i> • <i>Indian Society and Culture, Vinita Padey, Rawat Pub (2016)</i>

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Course - I	<ul style="list-style-type: none"> • <i>Social Problems in India, Ram Ahuja, Rawat Pub (2014)</i> • <i>Faces of Feminine in Ancient , medivial and Modern India, Mandakranta Bose Oxford University Press</i> • <i>National Humana rights commission- disability Manual</i> • <i>Rural, Urban Migration : Trends, challenges & Strategies, S Rajagopalan, ICFAI- 2012</i> • <i>Regional Inequilities in India Bhat L S SSRD- New Delhi</i> • <i>Urbanisation in India: Challenges, Opportunities & the way forward, I J Ahluwalia, Ravi Kanbur, P K Mohanty, SAGE Pub (2014)</i> • <i>The Constitution of India, P M Bakshi 2011</i> • <i>The Problems of Linguistic States in India, Krishna Kodesia Sterling Pub</i> • <i>Politics in India: structure, Process and Policy SubrataMitra, Rouutlege Pub</i> • <i>Politics in India, Rajani Kothari, Orient Blackswan</i> • <i>Problems of Communalism in india, Ravindra KumarMittal Pub</i> • <i>Combating communalism in India: Key to National Integration, KawalKishor Bhardwaj, Mittal Pub</i>
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FY BMS	Semester I (Theory)
RJCUBMS106 <i>Foundation of Human Skills</i>	<ul style="list-style-type: none"> • <i>Organisational behaviour, S.Robbins, Prentice Hall</i> • <i>Organisational behaviour, John W.Newstrom and Keith Davis, Tata McGrawhill</i> • <i>Organisational behaviour, Fred Luthans, McGrawhill, Newyork</i> • <i>Organisational behaviour, K.Aswathappa, Himalaya Publishing House</i> • <i>Essentials of management, Koontz,Harold, Tata McGrawhill</i>

FY BMS	Semester I (Theory)
RJCUBMS107 <i>Business Economics - I</i>	<ul style="list-style-type: none"> • <i>Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000)</i> • <i>Hirchey .M., Managerial Economics, Thomson South western (2003)</i> • <i>Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)</i> • <i>Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)</i> • <i>Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)</i> • <i>Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)</i> • <i>Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi,2004)</i>

FY BMS	Semester II (Theory)
RJCUBMS201 <i>Principles of Marketing</i>	<ul style="list-style-type: none"> • <i>Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.</i> • <i>Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.</i>

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	<ul style="list-style-type: none"> • <i>Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.</i> • <i>McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.</i> • <i>Pillai R S, Bagavathi, Modern Marketing</i>
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FY BMS	Semester II (Theory)
RJCUBMS202 Industrial Law	<ul style="list-style-type: none"> • <i>Industrial and Labour Laws, Dr. Sanjeev Kumar, Bharat Law HP Ltd</i> • <i>Labour and Industrial Laws, S.N Misra, Central Law Publication</i> • <i>Labour and Industrial Laws, P.K.Padhi, Eastern Economy Edition</i> • <i>Commercial and Industrial Law, S.K. Dasgupta, Sterling Publishers Pvt. Ltd</i> • <i>Industrial Law, Mr. N.D. Kapoor, Sultan Chand</i> • <i>Employee's Provident Fund, Chopra D.S, Labour Law Agency</i> • <i>Industrial Law, Mr. P.L. Mallick, Sultan Chand</i> • <i>Essence of Personnel Management and Industrial Relations, Cowling, Prentice – Hall</i>

FY BMS	Semester II (Practical)
RJCUBMS203 Business Mathematics	<ul style="list-style-type: none"> • <i>Mathematics for Economics and Finance, Martin Anthony, Norman Biggs, Cambridge lowprice editions, 2000.</i> • <i>Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand & Sons Publications, 2006.</i> • <i>Business Mathematics, J.K. Singh, 2009, Himalaya Publishing House.</i> • <i>Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGrawHill Publishing Company Ltd.</i> • <i>Mathematics of Finance 2nd Edition Schaum's Outline Series Peter Zima, Robert Browns Tata McGrawHill Publishing Company Ltd</i> • <i>Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.</i> • <i>Business Mathematics by Bari - New Literature publishing company, Mumbai</i> • <i>Mathematics for Economics and Business, RS Bhardwaj, 2010, Excel Books</i> • <i>Business Mathematics, Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Vikas Publishing House Pvt. Ltd, New Delhi</i>

FY BMS	Semester II (Theory)
RJCUBMS204 Business Communication II	<ul style="list-style-type: none"> • <i>Agarwal, Anju D (1989) A Practical Handbook for Consumers, IBH.</i> • <i>Alien, R.K. (1970) Organisational Management through Communication.</i> • <i>Ashley, A (1992) A Handbook Of Commercial Correspondence, Oxford</i>

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	<p>University Press.</p> <ul style="list-style-type: none">• <i>Aswalthapa, K (1991) Organisational Behaviour, Himalayan Publication, Mumbai.</i>• <i>Atreya N and Guha (1994) Effective Credit Management, MMC School of Management, Mumbai.</i>• <i>Bahl, J.C. and Nagamia, S.M. (1974) Modern Business Correspondence and Minute Writing.</i>• <i>Balan, K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi.</i>• <i>Bangh, LSue, Fryar, Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group USA.</i>• <i>Banerjee, Bani P (2005) Foundation of Ethics in Management Excel Books 10. Businessworld Special Collector's Issue: Ethics and the Manager</i>• <i>Barkar, Alan (1993) Making Meetings Work, Sterling Publications Pvt. Ltd., New Delhi.</i>• <i>Basu, C.R. (1998) Business Organisation and Management, T.M.H. New Delhi.</i>• <i>Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York.</i>• <i>Bhargava and Bhargava (1971) Company Notices, Meetings and Regulations</i>• <i>Black, Sam (1972) Practical Public Relations, E.L.B.S. London.</i>• <i>Bovee Courtland, L and Thrill, John V (1989) Business Communication, Today McGraw Hill, New York, Taxman Publication.</i>• <i>Burton, G and Thakur, (1995) Management Today- Principles and Practices. T.M.H., New Delhi.</i>• <i>Darrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, The Dartwell Co., Chicago.</i>• <i>Dayal, Ishwar (1981) Managing Large Organizations: A Comparative Study.</i>• <i>Drucher, P.F. (1970) Technology, Management and Society, Pan Books London.</i>• <i>Drucher, P.F. (1974) Management Responsibilities Practices, Heinemann, London.</i>• <i>Eyre, E.C. (1985) Effective Communication Made Simple, Rupa and Co. Calcutta.</i>• <i>Ecouse Barry, (1999), Competitive Communication: A Rhetoric for Modern Business, OUP.</i>• <i>Fisher Dalmar, (1999), Communication in Organisation, Jaico Pub House, Mumbai, Delhi.</i>• <i>Frailley, L.E. (1982) Handbook of Business Letters, Revised Edn. Prentice Hall Inc.</i>• <i>French, Astrid (1993) Interpersonal Skills. Sterling Publishers, New Delhi.</i>• <i>Fritzsche, David J (2005) Business Ethics: A Global and Managerial Perspective McGraw Hill</i>• <i>Garlside, L.E. (1980) Modern Business Correspondence, McDonald and Evans Ltd. Plymouth.</i>• <i>Ghanekar, A (1996) Communication Skills for Effective Management. Everest Publishing House, Pune.</i>• <i>Graves, Harold F. (1965) Report Writing, Prentice Hall, New Jersey.</i>• <i>Gupta, Anand Das (2010) Ethics, Business and Society: Managing</i>
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	<p><i>Responsibly Response Books 32.Gupta,</i></p> <ul style="list-style-type: none"> • <i>Dipankar (2006) Ethics Incorporated: Top Priority and Bottom Line Response Books</i> • <i>Krevolin, Nathan (1983) Communication Systems and Procedures for Modern Office, Prentice Hall, New Jersey.</i> • <i>Lesikar, Raymond V and Petit, John D.(1994) Business Communication: Theory and Application , Richard D. Irwin Inc. Ilinois.</i> • <i>Ludlow,Ron.(1995) The Essence of Effective Communication, Prentice , New Delhi.</i> • <i>36.M. Ashraf, Rizvi (2006) Effective Technical Communication Tata McGraw Hill</i> • <i>Martson, John E. 1963) The Nature of Public Relations, McGraw Hill, New Delhi.</i> • <i>Majumdar,P.K.(1992) Commentary on the Consumer protection Act, Prentice, New Delhi.</i> • <i>McQuail, Denis (1975), Communication, Longman.</i> • <i>Merrihue, William (1960) Managing by Communication, McGraw Hill, New York. 41.Mishra Rajiv K (2006) Code of Conduct for Managers Rupa Company</i> • <i>Monippalli, M.M. (1997),The Craft of Business Letter Writing, T.M.H. New Delhi.</i> • <i>Montagu,A and Matson , Floyd(1979) The Human Connection, McGraw Hill,New York.</i> • <i>Murphy, Herta and Hilde Brandt, Herbert W (1984) Effective Business Communication, McGraw Hill, New York.</i> • <i>Parry, John (1968) The Psychology of Human Communication.</i> • <i>Parson, C.J. and Hughes (1970) Written Communication for Business Students, Great Britain.</i> • <i>Peterson, Robert A and Ferrell, O.C (2005) Business Ethics: New Challenges for Business Schools and Corporate Leaders Prentice Hall of India Pvt., Ltd</i> • <i>Phillip, Louis V. (1975) Organisational Communication- The Effective Management, Columbus Grid Inc. 49.. Ross, Robert D. (1977) The Management of Public Relations, John Wiley and Sons, U.S.A.</i> • <i>Sadri Sorab, Sinha Arun and Bonnerjee peter (1998) Business Ethics: Concepts and Cases Tata McGraw Hill Public Company Limited</i> • <i>Shekhar, R.C (1997) Ethical Choices in Business Response Books</i> • <i>Stephenson, James (1988) Principles and Practice of Commercial Correspondence, Pilman and Sons Ltd. London.</i> • <i>53.. Shurter, Robert L. (1971) Written Communication in Business, McGraw Hill, Tokyo</i>
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FY BMS	Semester II (Theory)
RJCUBMS205 Foundation Course - II	<ul style="list-style-type: none"> • <i>A decade of economic reforms in India (The past, the present, the future)- Edited by Raj Kapila and Uma Kapila, Academic Foundation (2002)</i> • <i>Impact of the policies of WTO on Indian agriculture - S. Nehru, Serial Pub. (2012)</i>

F.Y.BMS Syllabus Semester I & II

	<ul style="list-style-type: none"> • <i>Privatisation of public enterprises – Emerging dimensions – Edited by G.S. Batra, NarinderKaur ,Anmol Pub. (1995)</i> • <i>Economics of development – Dwight Perkins, Steven Radelet, David Lindauer, Norton company (2006)</i> • <i>Industrial Policy and economic development in India (1947 -2012) – AnupChatterjeeNew Century Pub. (2012)</i> • <i>Globalisation and development of backward areas – Edited by G. Satyanarayana New Century Pub. (2007)</i> • <i>Contemporary issues in globalisation – An introduction to theory and policy in India SoumyenSikder , Oxford University Press (2002)</i> • <i>Environmental Studies – Dr. Vijay Kumar Tiwari , Himalayan Pub. (2010)</i> • <i>Ecology and environment – Benu Singh, Vista International Pub. (2006)</i> • <i>Universal Human Rights : In theory and practice, Jack Donnelly, (2014)</i> • <i>Stress Management – Dr. N. Tejmani Singh ,Maxford books (2011)</i> • <i>Stress blasters – Brian Chchester, Perry Garfinkel and others , Rodale Press (1997)</i>
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FY BMS	Semester II (Theory)
RJCUBMS206 Business Environment	<ul style="list-style-type: none"> • <i>Morrison J, The International Business Environment, Palgrave</i> • <i>Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi</i> • <i>K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi</i> • <i>MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi</i> • <i>Business Environment Raj Aggarwal Excel Books, Delhi</i> • <i>Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi</i> • <i>Business and society - Lokanathan and Lakshmi Rajan, Emerald Publishers.</i> • <i>Economic Environment of Business - M. Adhikary, Sultan Chand & Sons.</i>

FY BMS	Semester II (Theory)
RJCUBMS207 Principles of Management	<ul style="list-style-type: none"> • <i>Principles of Management , Ramasamy , Himaalya Publication , Mumbai</i> • <i>Principles of Management , Tripathi Reddy , Tata Mc Grew Hill</i> • <i>Management Text & Cases , VSP Rao , Excel Books, Delhi</i> • <i>Management Concepts and OB , P S Rao & N V Shah , Ajab Pustakalaya</i> • <i>Essentials of Management , Koontz II & W , Mc. Grew Hill , New York</i> • <i>Principles of Management-Text and Cases –Dr.M.Sakthivel Murugan, New Age Publications</i>