



# **S. S. T. College of Arts and Commerce**

**Syllabus for F. Y. B. M. S.  
(Bachelors of Management Studies)**

**Program: Bachelor of  
Commerce**

**(Semester based  
Credit and Grading system)**



<https://www.youtube.com/sstcollege>



<https://www.facebook.com/sstcollegeofficial/>



<https://www.instagram.com/sstcollegeofficial/>



<http://sstcollege.edu.in/>

**UNIVERSITY OF MUMBAI**

**No. UG/103 of 2016-17**

**CIRCULAR:-**

A reference is invited to the Syllabi relating to the Bachelor of Management Studies (B.M.S) degree programme vide this office Circular No. UG/144 of 2011 dated 14<sup>th</sup> June, 2011 the Principals of affiliated Colleges in Commerce are hereby informed that the approved by the Academic Council at its meeting held on 24<sup>th</sup> June, 2016 vide item No. 4.80 and that in accordance therewith, the revised syllabus as per Choice Based Credit System for (B.M.S) Program – Course Structure (Sem. I to VI), which is available on the University's web site ([www.mu.ac.in](http://www.mu.ac.in)) and that the same has been brought into force with effect from the academic year 2016-17.

MUMBAI – 400 032

October, 2016

  
(Dr.M.A. Khan)  
REGISTRAR

To,

The Principals of affiliated Colleges in Commerce and the Heads of recognized Institutions concerned.

A.C/4.80 /24/06/2016

\*\*\*\*\*

No. UG/103-A of 2016-17

MUMBAI-400 032

25 October, 2016

Copy forwarded with compliments for information to:-

- 1) The Dean, Faculty of Commerce,
- 2) The Director, Board of College and University Development.
- 3) The Controller of Examinations,
- 4) The Professor-cum- Director, Institute of Distance and Open Learning (IDOL),
- 5) The Co-Ordinator, University Computerization Centre.

  
(Dr.M.A. Khan)  
REGISTRAR

PTO.,

# University of Mumbai



## **Bachelor of Management Studies (BMS) Programme Three Year Integrated Programme- Six Semesters *Course Structure***

**Under Choice Based Credit *System***

**To be implemented from Academic Year- 2016-2017  
Progressively**

***Board of Studies-in-Business Management, University of Mumbai***

# Bachelor of Management Studies (BMS) Programme

## Under Choice Based Credit, Grading and Semester System

### Course Structure

#### FYBMS

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1	Introduction to Financial Accounts	<b>03</b>	1	Principles of Marketing	<b>03</b>
2	Business Law	<b>03</b>	2	Industrial Law	<b>03</b>
3	Business Statistics	<b>03</b>	3	Business Mathematics	<b>03</b>
<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>		<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>	
<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>		<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>	
4	Business Communication - I	<b>03</b>	4	Business Communication -II	<b>03</b>
<b>2B</b>	<b>*Skill Enhancement Courses (SEC)</b>		<b>2B</b>	<b>**Skill Enhancement Courses (SEC)</b>	
5	Any one course from the following list of courses	<b>02</b>	5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b>Core Courses (CC)</b>		<b>3</b>	<b>Core Courses (CC)</b>	
6	Foundation of Human Skills	<b>03</b>	6	Business Environment	<b>03</b>
7	Business Economics-I	<b>03</b>	7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

<b>*List of Skill Enhancement Courses (SEC) for Semester I (Any One)</b>		<b>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</b>	
1	Foundation Course - I	1	Foundation Course - Value Education and Soft Skill - II
2	Foundation Course in NSS - I	2	Foundation Course in NSS - II
3	Foundation Course in NCC - I	3	Foundation Course in NCC - II
4	Foundation Course in Physical Education - I	4	Foundation Course in Physical Education - II
<b>Note: Course selected in Semester I will continue in Semester II</b>			

# SYBMS

*(To be implemented from Academic Year- 2017-2018)*

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>		<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1 & 2	*Any one group of courses from the following list of the courses	<b>06</b>	1 & 2	** Any one group of courses from the following list of the courses	<b>06</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>		<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
3	Information Technology in Business Management - I	<b>02</b>	3	Information Technology in Business Management-II	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>		<b>3</b>	<b><i>Core Courses (CC)</i></b>	
4	Environmental Management	<b>03</b>	4	Business Economics-II	<b>03</b>
5	Business Planning & Entrepreneurial Management	<b>03</b>	5	Business Research Methods	<b>03</b>
6	Accounting for Managerial Decisions	<b>03</b>	6	Ethics & Governance	<b>03</b>
7	Strategic Management	<b>03</b>	7	Production & Total Quality Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

<b><i>*List of group of Elective Courses(EC) for Semester III (Any two)</i></b>		<b><i>** List of group of Elective Courses(EC) for Semester IV (Any two)</i></b>	
<b><i>Group A: Finance Electives (Any Two Courses)</i></b>			
1	Basics of Financial Services	1	Financial Institutions & Markets
2	Introduction to Cost Accounting	2	Auditing
3	Equity & Debt Market	3	Strategic Cost Management
4	Corporate Finance	4	Behavioural Finance
<b><i>Group B: Marketing Electives (Any Two Courses)</i></b>			
1	Consumer Behaviour	1	Integrated Marketing Communication
2	Product Innovations Management	2	Rural Marketing
3	Advertising	3	Event Marketing
4	Social Marketing	4	Tourism Marketing
<b><i>Group C: Human Resource Electives (Any Two Courses)</i></b>			
1	Recruitment & Selection	1	Human Resource Planning & Information System
2	Motivation and Leadership	2	Training & Development in HRM
3	Employees Relations & Welfare	3	Change Management
4	Organisation Behaviour & HRM	4	Conflict & Negotiation
<b><i>Note: Group selected in Semester III will continue in Semester IV</i></b>			

# TYBMS

*(To be implemented from Academic Year- 2018-2019)*

No. of Courses	Semester V	Credits	No. of Courses	Semester VI	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1,2,3 & 4	*Any four courses from the following list of the courses	<b>12</b>	1,2,3 & 4	**Any four courses from the following list of the courses	<b>12</b>
<b>2</b>	<b>Core Courses (CC)</b>		<b>2</b>	<b>Core Courses (CC)</b>	
5	Logistics & Supply Chain Management	<b>04</b>	5	Operation Research	<b>04</b>
<b>3</b>	<b>✓ Project Work</b>		<b>3</b>	<b>✓ Project Work</b>	
6	Project Work I	<b>04</b>	6	Project Work II	<b>04</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

✓ **Note:** Project work is considered as a special course involving application of knowledge in solving/analyzing/exploring a real life situation/ difficult problem. Project work would be of 04 credits. A project work may be undertaken in any area of Elective Courses/ study area selected

<b>*List of group of Elective Courses(EC) for Semester V (Any four)</b>		<b>** List of group of Elective Courses(EC) for Semester VI (Any four)</b>	
<b>Group A: Finance Electives (Any four Courses)</b>			
1	Investment Analysis & Portfolio Management	1	International Finance
2	Commodity & Derivatives Market	2	Innovative Financial Services
3	Wealth Management	3	Project Management
4	Strategic Financial Management	4	Risk Management in Banking Sector
5	Risk Management	5	Direct Taxes
6	Financing Rural Development	6	Indirect Taxes
<b>Group B:Marketing Electives (Any four Courses)</b>			
1	Services Marketing	1	Brand Management
2	E-Commerce & Digital Marketing	2	Retail Management
3	Sales & Distribution Management	3	International Marketing
4	Customer Relationship Management	4	Media Planning & Management
5	Industrial Marketing	5	Corporate Communication & Public Relations
6	Strategic Marketing Management	6	Marketing of Non Profit Organisation
<b>Group C: Human Resource Electives (Any four Courses)</b>			
1	Finance for HR Professionals & Compensation Management	1	HRM in Global Perspective
2	Strategic Human Resource Management & HR Policies	2	Organisational Development
3	Performance Management & Career Planning	3	HRM in Service Sector Management
4	Industrial Relations	4	Workforce Diversity
5	Talent & Competency Management	5	Human Resource Accounting & Audit
6	Stress Management	6	Indian Ethos in Management
<b>Note: Group selected in Semester III will continue in Semester V &amp;Semester VI</b>			

# University of Mumbai



**Revised Syllabus  
and  
Question Paper Pattern  
of Courses  
of  
Bachelor of Management  
Studies(BMS) Programme  
First Year  
*Semester I and II***

**Under Choice Based Credit, Grading and  
Semester System**

***(To be implemented from Academic Year- 2016-2017)***

***Board of Studies-in-Business Management, University of Mumbai***



# Bachelor of Management Studies (BMS) Programme

## Under Choice Based Credit, Grading and Semester System

### Course Structure

#### FYBMS

(To be implemented from Academic Year- 2016-2017)

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<b>1</b>	<b>Elective Courses (EC)</b>		<b>1</b>	<b>Elective Courses (EC)</b>	
1	Introduction to Financial Accounts	<b>03</b>	1	Principles of Marketing	<b>03</b>
2	Business Law	<b>03</b>	2	Industrial Law	<b>03</b>
3	Business Statistics	<b>03</b>	3	Business Mathematics	<b>03</b>
<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>		<b>2</b>	<b>Ability Enhancement Courses (AEC)</b>	
<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>		<b>2A</b>	<b>Ability Enhancement Compulsory Course (AECC)</b>	
4	Business Communication - I	<b>03</b>	4	Business Communication -II	<b>03</b>
<b>2B</b>	<b>*Skill Enhancement Courses (SEC)</b>		<b>2B</b>	<b>**Skill Enhancement Courses (SEC)</b>	
5	Any one course from the following list of courses	<b>02</b>	5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b>Core Courses (CC)</b>		<b>3</b>	<b>Core Courses (CC)</b>	
6	Foundation of Human Skills	<b>03</b>	6	Business Environment	<b>03</b>
7	Business Economics-I	<b>03</b>	7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

<b>*List of Skill Enhancement Courses (SEC) for Semester I (Any One)</b>		<b>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</b>	
1	Foundation Course - I	1	Foundation Course- II
2	Foundation Coursein NSS - I	2	Foundation Coursein NSS - II
3	Foundation Course in NCC - I	3	Foundation Course in NCC - II
4	Foundation Course inPhysical Education - I	4	Foundation Course inPhysical Education - II
<b>Note: Course selected in Semester I will continue in Semester II</b>			



**Bachelor of Management Studies (BMS)**  
**Programme**  
*Under Choice Based Credit, Grading and Semester System*  
**Course Structure**

(To be implemented from Academic Year- 2016-2017)

**Semester I**

No. of Courses	Semester I	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Introduction to Financial Accounts	<b>03</b>
2	Business Law	<b>03</b>
3	Business Statistics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication - I	<b>03</b>
<b>2B</b>	<b><i>*Skill Enhancement Courses (SEC)</i></b>	
5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Foundation of Human Skills	<b>03</b>
7	Business Economics-I	<b>03</b>
<b>Total Credits</b>		<b>20</b>

<b><i>*List of Skill Enhancement Courses (SEC) for Semester I (Any One)</i></b>	
1	Foundation Course - I
2	Foundation Course in NSS - I
3	Foundation Course in NCC - I
4	Foundation Course in Physical Education - I

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017***

***Elective Courses (EC)***

**1. Introduction to Financial Accounts**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	15
2	Accounting Transactions	15
3	Depreciation Accounting & Trial Balance	15
4	Final Accounts	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• <b>Meaning and Scope of Accounting:</b> Need and development, definition: Book-Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting</li> <li>• <b>Accounting principles:</b> Introductions to Concepts and conventions.</li> <li>• <b>Introduction to Accounting Standards:</b> Meaning and Scope) <ul style="list-style-type: none"> <li>▪ <b>AS 1 :</b> Disclosure to Accounting Policies</li> <li>▪ <b>AS 6:</b> Depreciation Accounting.</li> <li>▪ <b>AS 9:</b> Revenue Recognition.</li> <li>▪ <b>AS 10:</b> Accounting For Fixed Assets.</li> </ul> </li> <li>• <b>International Financial Reporting Standards (IFRS):</b> Introduction to IFRS <ul style="list-style-type: none"> <li>▪ <b>IAS-1:</b> Presentation of Financial Statements (Introductory Knowledge)</li> <li>▪ <b>IAS-2:</b> Inventories (Introductory Knowledge)</li> </ul> </li> <li>• <b>Accounting in Computerized Environment:</b> Introduction, Features and application in various areas of Accounting</li> </ul>
2	<b>Accounting Transactions</b>
	<ul style="list-style-type: none"> <li>• <b>Accounting transactions:</b> Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal &amp; ledger: Rules regarding posting: Trial balance: Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns &amp; cash book –Triple Column), Bank Reconciliation Statement.</li> <li>• <b>Expenditure:</b> Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test.</li> <li>• <b>Receipts:</b> Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.</li> <li>• <b>Profit or Loss:</b> Revenue profit or loss, capital profit or loss</li> </ul>
3	<b>Depreciation Accounting &amp; Trial Balance</b>
	<ul style="list-style-type: none"> <li>• <b>Depreciation accounting:</b> Practical problem based on depreciation using SLM and RBM methods. (Where Provision for depreciation Account not maintained).</li> <li>• <b>Preparation of Trial Balance:</b> Introduction and Preparation of Trial Balance</li> </ul>
4	<b>Final Accounts</b>
	<ul style="list-style-type: none"> <li>• Introduction to Final Accounts of a Sole proprietor.</li> <li>• Rectification of errors.</li> <li>• Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet.</li> <li>• Preparation and presentation of Final Accounts in horizontal format</li> <li>• Introduction to Schedule 6 of Companies Act ,1956</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017***

***Elective Courses (EC)***

**2. Business Law**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Contract Act, 1872 & Sale of Goods Act, 1930	15
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986	15
3	Company Law	15
4	Intellectual Property Rights(IPR)	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Contract Act, 1872 &amp; Sale of Goods Act, 1930</b>
	<ul style="list-style-type: none"> <li>• <b>Contract Act,1872:</b> Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract.</li> <li>• <b>Sale of Goods Act,1930:</b> 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.</li> </ul>
2	<b>Negotiable Instrument Act, 1981 &amp; Consumer Protection Act, 1986</b>
	<ul style="list-style-type: none"> <li>• <b>Negotiable Instrument Act,1981:</b> Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque.</li> <li>• <b>Consumer Protection Act, 1986:</b> 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.</li> </ul>
3	<b>Company Law</b>
	<ul style="list-style-type: none"> <li>• <b>Company Law:</b> What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.</li> </ul>
4	<b>Intellectual Property Rights(IPR)</b>
	<ul style="list-style-type: none"> <li>• <b>Intellectual Property Rights (IPR)</b> <ul style="list-style-type: none"> <li>▪ IPR definition/ objectives</li> <li>▪ Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications</li> <li>▪ Trademarks, definition, types of trademarks, infringement and passing off.</li> <li>▪ Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions.</li> <li>▪ Geographical indications (only short notes)</li> </ul> </li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017***

***Elective Courses (EC)***

**3. Business Statistics**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Statistics	15
2	Measures of Dispersion, Co-Relation and Linear Regression	15
3	Time Series and Index Number	15
4	Probability and Decision Theory	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Statistics</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction:</b> Functions/Scope, Importance, Limitations</li> <li>• <b>Data:</b> Relevance of Data(Current Scenario), Type of data(Primary &amp; Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) (In Brief)</li> <li>• <b>Presentation Of Data:</b>Classification – Frequency Distribution – Discrete &amp; Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)</li> <li>• <b>Measures Of Central Tendency:</b>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</li> </ul>
2	<b>Measures of Dispersion, Co-Relation and Linear Regression</b>
	<ul style="list-style-type: none"> <li>• <b>Measures Of Dispersion:</b> Range with C.R(Co-Efficient Of Range), Quartiles &amp; 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&amp; Kurtosis (Only concept)</li> <li>• <b>Co-Relation:</b> Karl Pearson, Rank Co-Relation</li> <li>• <b>Linear Regression:</b> Least Square Method</li> </ul>
3	<b>Time Series and Index Number</b>
	<ul style="list-style-type: none"> <li>• <b>Time Series:</b> Least Square Method, Moving Average Method, Determination of Season</li> <li>• <b>Index Number:</b> Simple(unweighted) 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 Number</li> </ul>
4	<b>Probability and Decision Theory</b>
	<ul style="list-style-type: none"> <li>• <b>Probability:</b> Concept of Sample space, Concept of Event, Definition of Probability, Addition &amp; Multiplication laws of Probability, Conditional Probability, Bayes' Theorem(Concept only), Expectation &amp; Variance, Concept of Probability Distribution(Only Concept)</li> <li>• <b>Decision Theory:</b> Acts, State of Nature Events, Pay offs, Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty,</li> <li>• Non-Probability: Maximax, Maximin, Minimax, Regret, Laplace &amp; Hurwicz)</li> <li>• <b>Probabilitistics (Decision Making under risk):</b>EMV, EOL, EVPI</li> <li>• Decision Tree</li> </ul>



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017***

***Ability Enhancement Courses (AEC)***

**4. Business Communication- I**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Theory of Communication	15
2	Obstacles to Communication in Business World	15
3	Business Correspondence	15
4	Language and Writing Skills	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Theory of Communication</b> <b>Concept of Communication:</b> Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication <b>Channels and Objectives of Communication: Channels-</b> Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine <b>Objectives of Communication:</b> Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees (A brief introduction to these objectives to be given) <b>Methods and Modes of Communication:</b> 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
2	<b>Obstacles to Communication in Business World</b> <b>Problems in Communication /Barriers to Communication:</b> Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers <b>Listening:</b> Importance of Listening Skills, Cultivating good Listening Skills – 4 <b>Introduction to Business Ethics:</b> 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: 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
3	<b>Business Correspondence</b> <b>Theory of Business Letter Writing:</b> Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing, <b>Personnel Correspondence:</b> 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)]

Sr. No.	Modules / Units
4	Language and Writing Skills
	<p><b>Commercial Terms used in Business Communication</b></p> <p><b>Paragraph Writing:</b>          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.]</p> <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>▪ Listening Comprehension</li> <li>▪ Remedial Teaching</li> <li>▪ Speaking Skills: Presenting a News Item, Dialogue and Speeches</li> <li>▪ Paragraph Writing: Preparation of the first draft, Revision and Self – Editing, Rules of spelling.</li> <li>▪ Reading Comprehension: Analysis of texts from the fields of Commerce and Management</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017***

***Skill Enhancement Courses (SEC)***

**5. Foundation Course -I**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Overview of Indian Society	05
2	Concept of Disparity- 1	10
3	Concept of Disparity-2	10
4	The Indian Constitution	10
5	Significant Aspects of Political Processes	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Overview of Indian Society</b>
	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
<b>2</b>	<b>Concept of Disparity- 1</b>
	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
<b>3</b>	<b>Concept of Disparity-2</b>
	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
<b>4</b>	<b>The Indian Constitution</b>
	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
<b>5</b>	<b>Significant Aspects of Political Processes</b>
	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; Role and significance of women in politics

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017***

***Skill Enhancement Courses (SEC)***

**5.Foundation Course in NSS - I**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to NSS	10
2	Concept of Society and Social Issues in India	15
3	Indian Constitution and Social Justice	10
4	Human Personality and National Integration	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Introduction to NSS</b> <b>Introduction to National Service Scheme(NSS)</b> Orientation and structure of National Service Scheme(NSS) National Service Scheme(NSS)- its objectives The historical perspective of National Service Scheme(NSS) National Service Scheme(NSS)- Symbol and its meaning National Service Scheme(NSS)- its hierarchy from national to college level <b>National Service Scheme(NSS) Regular activities</b> Distribution of working hours- Association between issues and programs- community project- urban rural activities, Association- modes of activity evaluation
2	<b>Concept of Society and Social Issues in India</b> <b>History and philosophy of social sciences in India</b> Concept of society- Development of Indian society - Features of Indian Society- Division of labour and cast system in India <b>Basic social issues in India</b> Degeneration of value system, Family system, Gender issues, Regional imbalance
3	<b>Indian Constitution and Social Justice</b> <b>Indian Constitution</b> Features of Indian Constitution - Provisions related to social integrity and development <b>Social Justice</b> Social Justice- the concept and its features Inclusive growth- the concept and its features
4	<b>Human Personality and National Integration</b> <b>Dimensions of human personality</b> Social Dimension of Human personality- Understanding of the society Physical Dimension of Human personality- Physical Exercise, Yoga, etc. <b>National integration &amp; Communal Harmony</b> National Integration- its meaning, importance and practice Communal Harmony- its meaning, importance and practice



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I***

***with Effect from the Academic Year 2016-2017***

***Skill Enhancement Courses (SEC)***

**5. Foundation Course in NCC - I**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to NCC, National Integration & Awareness	10
2	Drill: Foot Drill	10
3	Adventure Training, Environment Awareness and Conservation	10
4	Personality Development and Leadership	10
5	Specialized Subject: Army/ Navy/ Air	05
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Introduction to NCC, National Integration &amp; Awareness</b>
	<p><b>Desired outcome:</b> The students will display sense of patriotism, secular values and shall be transformed into motivated youth who will contribute towards nation building through national unity and social cohesion.</p> <ul style="list-style-type: none"> <li>• Genesis, Aims, Objectives of NCC &amp; NCC Song</li> <li>• Organisation &amp; Training</li> <li>• Incentives &amp; Benefits</li> <li>• Religions, Culture, Traditions and Customs of India</li> <li>• National Integration: Importance and Necessity</li> <li>• Freedom Struggle</li> </ul>
2	<b>Drill: Foot Drill</b>
	<p><b>Desired outcome:</b> The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> <li>• General and Words of Command</li> <li>• Attention, Stand at Ease and Stand Easy, Turning and Inclining at the Halt</li> <li>• Sizing, Forming Up in Three Ranks and Numbering, Open and Close Order March and Dressing</li> <li>• Saluting at the Halt, Getting On Parade, Dismissing and Falling Out</li> <li>• Marching, Length of Pace and Time of Marching in Quick Time and Halt, Slow March and Halt</li> <li>• Turning on the March and Wheeling.</li> <li>• Saluting on the March.</li> <li>• Formation of squad and Squad Drill.</li> </ul>
3	<b>Adventure Training, Environment Awareness and Conservation</b>
	<p><b>Adventure Training</b></p> <p><b>Desired outcome:</b> The students will overcome fear &amp; inculcate within them the sense of adventure, sportsmanship, esprit-d-corp and develop confidence, courage, determination, diligence and quest for excellence.</p> <ul style="list-style-type: none"> <li>• Any Two such as – Obstacle course, Slithering, Trekking, Cycling, Rock Climbing, Para Sailing, Sailing, Scuba Diving etc</li> </ul> <p><b>Environment Awareness and Conservation</b></p> <p><b>Desired outcome:</b> The student will be aware of the conservation of natural resources and protection of environment.</p> <ul style="list-style-type: none"> <li>• Natural Resources – Conservation and Management</li> <li>• Water Conservation and Rainwater Harvesting</li> </ul>

Sr. No.	Modules / Units
4	<b>Personality Development and Leadership</b> <b>Desired outcome:</b> The student will develop an all-round personality with adequate leadership traits to deal / contribute effectively in life. <ul style="list-style-type: none"> <li>• Introduction to Personality Development</li> <li>• Factors Influencing /Shaping Personality: Physical, Social, Physiological, Philosophical and Psychological</li> <li>• Self Awareness Know yourself/ Insight</li> <li>• Change Your Mind Set</li> <li>• Communication Skills: Group Discussion / Lecturettes (Public Speaking)</li> <li>• Leadership Traits</li> <li>• Types of Leadership</li> </ul>
5	<b>Specialized Subject: Army Or Navy Or Air</b> <u><b>Army</b></u> <b>Desired outcome:</b> The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces. It will also acquaint, expose & provide basic knowledge about armed, naval and air-force subjects <b>A. Armed Force</b> <ul style="list-style-type: none"> <li>• Basic organisation of Armed Forces</li> <li>• Organisation of Army</li> <li>• Badges and Ranks</li> </ul> <b>B. Introduction to Infantry and weapons and equipments</b> <ul style="list-style-type: none"> <li>• Characteristics of 7.62mm SLR Rifle, Ammunition, Fire power, Stripping, Assembling and Cleaning</li> </ul> <b>C. Military history</b> <ul style="list-style-type: none"> <li>• Biographies of renowned Generals (Carriapa / Sam Manekshaw)</li> <li>• Indian Army War Heroes- PVCs</li> </ul> <b>D. Communication</b> <ul style="list-style-type: none"> <li>• Types of Communications</li> <li>• Characteristics of Wireless Technologies (Mobile, Wi-Fi etc.)</li> </ul> <p style="text-align: center;"><b>OR</b></p> <u><b>Navy</b></u> <b>A. Naval orientation and service subjects</b> <ul style="list-style-type: none"> <li>• History of the Indian Navy-Pre and Post Independence, Gallantry award winners</li> <li>• Organization of Navy- NHQ, Commands, Fleets, Ships and shore establishments</li> <li>• Types of Warships and their role</li> <li>• Organization of Army and Air Force- Operational and Training commands</li> <li>• Ranks of Officers and Sailors, Equivalent Ranks in the Three Services</li> </ul> <b>B. Ship and Boat Modelling</b> <ul style="list-style-type: none"> <li>• Principles of Ship Modelling</li> <li>• Maintenance and Care of tools</li> </ul>

Sr. No.	Modules / Units
	<p><b>C. Search and Rescue</b></p> <ul style="list-style-type: none"> <li>• SAR Organization in the Indian ocean</li> </ul> <p><b>D. Swimming</b></p> <p>Floating for three minutes and Free style swimming for 50 meters</p> <p style="text-align: center;"><b>OR</b></p> <p><b><u>AIR</u></b></p> <p><b>A. General Service Knowledge</b></p> <ul style="list-style-type: none"> <li>• Development of Aviation</li> <li>• History of IAF</li> </ul> <p><b>B. Principles of Flight</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Laws of Motion</li> <li>• Glossary of Terms.</li> </ul> <p><b>C. Airmanship</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Airfield Layout</li> <li>• Rules of the Air</li> <li>• Circuit Procedure</li> <li>• ATC/RT Procedures</li> <li>• Aviation Medicine</li> </ul> <p><b>D. Aero- Engines</b></p> <ul style="list-style-type: none"> <li>• Introduction to Aero-engines</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017***

***Skill Enhancement Courses (SEC)***

**5.Foundation Course in Physical Education - I**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Basic Relevant concepts in Physical Education	10
2	Components of Physical Fitness	15
3	Testing Physical Fitness	10
4	Effect of Exercise on various Body System	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Introduction to Basic Relevant concepts in Physical Education</b>
	<ul style="list-style-type: none"> <li>• Dimensions and determinants of Health, Fitness &amp; Wellness</li> <li>• Concept of Physical Education and its importance</li> <li>• Concept of Physical Fitness and its types</li> <li>• Concept of Physical Activity, exercise and its types &amp; benefits</li> </ul>
<b>2</b>	<b>Components of Physical Fitness</b>
	<ul style="list-style-type: none"> <li>• Concept of components of Physical Fitness</li> <li>• Concept and components of HRPF</li> <li>• Concept and components of SRPF</li> <li>• Importance of Physical Education in developing physical fitness components.</li> </ul>
<b>3</b>	<b>Testing Physical Fitness</b>
	<ul style="list-style-type: none"> <li>• Tests for measuring Cardiovascular Endurance</li> <li>• Tests for measuring Muscular Strength&amp; Endurance</li> <li>• Tests for measuring Flexibility</li> <li>• Tests for measuring Body Composition</li> </ul>
<b>4</b>	<b>Effect of Exercise on various Body System</b>
	<ul style="list-style-type: none"> <li>• Effect of exercises on Musculoskeletal system</li> <li>• Effect of exercises on Circulatory System</li> <li>• Effect of exercises on Respiratory System</li> <li>• Effect of exercises on Glandular System</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
With Effect from the Academic Year 2016-2017***

***Core Courses (CC)***

**6.Foundation of Human Skills**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Understanding of Human Nature	15
2	Introduction to Group Behaviour	15
3	Organizational Culture and Motivation at workplace	15
4	Organisational Change, Creativity and Development and Work Stress	15
<b>Total</b>		<b>60</b>



Sr. No.	Modules / Units
1	<b>Understanding of Human Nature</b>
	<ul style="list-style-type: none"> <li>• <b>Individual Behaviour:</b> Concept of a man, individual differences, factors affecting individual differences, Influence of environment</li> <li>• <b>Personality and attitude:</b> 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</li> <li>• <b>Thinking, learning and perceptions:</b> 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 attributional).</li> </ul>
2	<b>Introduction to Group Behaviour</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Group Behaviour</b> <ul style="list-style-type: none"> <li>▪ <b>Group Dynamics:</b> Nature, types, group behaviour model (roles, norms, status, process, structures)</li> <li>▪ <b>Team effectiveness:</b> nature, types of teams, ways of forming an effective team.</li> <li>▪ Setting goals.</li> </ul> </li> <li>• <b>Organizational processes and system.</b> <ul style="list-style-type: none"> <li>▪ <b>Power and politics:</b> nature, bases of power, politics nature, types, causes of organizational politics, political games.</li> <li>▪ <b>Organizational conflicts and resolution:</b> Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.</li> </ul> </li> </ul>
3	<b>Organizational Culture and Motivation at workplace</b>
	<ul style="list-style-type: none"> <li>• <b>Organizational Culture:</b> <ul style="list-style-type: none"> <li>▪ Characteristics of organizational culture.</li> <li>▪ Types, functions and barriers of organizational culture</li> <li>▪ Ways of creating and maintaining effective organization culture</li> </ul> </li> <li>• <b>Motivation at workplace:</b> Concept of motivation Theories of motivation in an organisational set up. <ul style="list-style-type: none"> <li>▪ A.Maslow Need Hierarchy</li> <li>▪ F.Hertzberg Dual Factor</li> <li>▪ Mc.Gregor theory X and theory Y.</li> </ul> Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace. </li> </ul>

4	Organisational Change, Creativity and Development and Work Stress
	<ul style="list-style-type: none"> <li>• <b>Organisational change and creativity:</b> 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.</li> <li>• <b>Organisational Development and work stress:</b> Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with Effect from the Academic Year 2016-2017***

***Core Courses (CC)***

**7. Business Economics - I**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction	10
2	Demand Analysis	10
3	Supply and Production Decisions and Cost of Production	15
4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	15
5	Pricing Practices	10
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<p><b>Scope and Importance of Business Economics</b> - 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,</p> <p>The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium</p>
2	<b>Demand Analysis</b>
	<p><b>Demand Function</b> - 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</p> <p><b>Demand estimation and forecasting:</b> Meaning and significance - methods of demand estimation : survey and statistical methods <i>(numerical illustrations on trend analysis and simple linear regression)</i></p>
3	<b>Supply and Production Decisions and Cost of Production</b>
	<p><b>Production function:</b> 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.</p> <p><b>Cost concepts:</b> 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 <i>(hypothetical numerical problems to be discussed)</i>, LAC and Learning curve - Break even analysis <i>(with business applications)</i></p>
4	<b>Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition</b>
	<p>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</p> <p><b>Monopolistic competition:</b>Equilibrium of a firm under monopolistic competition, debate over role of advertising <i>(topics to be taught using case studies from real life examples)</i></p> <p><b>Oligopolistic markets:</b> key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models <i>(with practical examples)</i></p>
5	<b>Pricing Practices</b>
	<p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing <i>(case studies on how pricing methods are used in business world)</i></p>

**Bachelor of Management Studies (BMS)**  
**Programme**  
*Under Choice Based Credit, Grading and Semester System*  
**Course Structure**

(To be implemented from Academic Year- 2016-2017)

**Semester II**

No. of Courses	Semester II	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Principles of Marketing	<b>03</b>
2	Industrial Law	<b>03</b>
3	Business Mathematics	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication - II	<b>03</b>
<b>2B</b>	<b><i>**Skill Enhancement Courses (SEC)</i></b>	
5	Any one course from the following list of the courses	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Business Environment	<b>03</b>
7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>

<b><i>**List of Skill Enhancement Courses (SEC) for Semester II (Any One)</i></b>	
1	Foundation Course - II
2	Foundation Course in NSS - II
3	Foundation Course in NCC - II
4	Foundation Course in Physical Education - II

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Elective Courses(EC)***

**1. Principles of Marketing**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Marketing	15
2	Marketing Environment, Research and Consumer Behaviour	15
3	Marketing Mix	15
4	Segmentation, Targeting and Positioning and Trends In Marketing	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Marketing</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Marketing:</b> 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</li> <li>• <b>Concepts of Marketing:</b> Needs, wants and demands, transactions, transfer and exchanges.</li> <li>• <b>Orientations of a firm:</b> Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.</li> </ul>
2	<b>Marketing Environment, Research and Consumer Behaviour</b>
	<ul style="list-style-type: none"> <li>• <b>The micro environment of business:</b> Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.</li> <li>• <b>Macro environment:</b> Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors (PEST Analysis)</li> <li>• <b>Marketing research:</b> Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research</li> <li>• <b>MIS:</b> Meaning, features and Importance</li> <li>• <b>Consumer Behaviour:</b> Meaning, feature, importance, factors affecting Consumer Behaviour</li> </ul>
3	<b>Marketing Mix</b>
	<ul style="list-style-type: none"> <li>• <b>Marketing mix:</b> Meaning –elements of Marketing Mix.</li> <li>• Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product.</li> <li>• Branding –Packing and packaging – role and importance</li> <li>• Pricing – objectives- factors influencing pricing policy and Pricing strategy.</li> <li>• Physical distribution – meaning – factor affecting channel selection-types of marketing channels</li> <li>• Promotion – meaning and significance of promotion. Promotion tools (brief)</li> </ul>
4	<b>Segmentation, Targeting and Positioning and Trends In Marketing</b>
	<ul style="list-style-type: none"> <li>• Segmentation – meaning , importance , basis</li> <li>• Targeting – meaning , types</li> <li>• Positioning – meaning – strategies</li> <li>• New trends in marketing – E-marketing , Internet marketing and marketing using Social network</li> <li>• Social marketing/ Relationship marketing</li> </ul>



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Elective Courses (EC)***

**2.Industrial Law**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Laws Related to Industrial Relations and Industrial Disputes	15
2	Laws Related to Health, Safety and Welfare	15
3	Social Legislation	15
4	Laws Related to Compensation Management	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Laws Related to Industrial Relations and Industrial Disputes</b>
	<ul style="list-style-type: none"> <li>Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure</li> <li>The Trade Union Act, 1926</li> </ul>
<b>2</b>	<b>Laws Related to Health, Safety and Welfare</b>
	<ul style="list-style-type: none"> <li>The Factory Act 1948: (Provisions related to Health, Safety and Welfare)</li> <li>The Workmen's Compensation Act, 1923 Provisions: <ul style="list-style-type: none"> <li>Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence</li> <li>Definitions</li> <li>Employers liability for compensation (S-3 to 13)</li> <li>Rules as to Compensation (Sec 4 to Sec 9) (14 A &amp; 17)</li> </ul> </li> </ul>
<b>3</b>	<b>Social Legislation</b>
	<ul style="list-style-type: none"> <li>Employee State Insurance Act 1948: Definition and Employees Provident Fund</li> <li>Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues</li> </ul>
<b>4</b>	<b>Laws Related To Compensation Management</b>
	<ul style="list-style-type: none"> <li>The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions</li> <li>Payment of Bonus Act, 1965</li> <li>The Payment Of Gratuity Act, 1972</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Elective Courses (EC)***

**3.Business Mathematics**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Elementary Financial Mathematics	15
2	Matrices and Determinants	15
3	Derivatives and Applications of Derivatives	15
4	Numerical Analysis [Interpolation]	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Elementary Financial Mathematics</b>
	<ul style="list-style-type: none"> <li>• <b>Simple and Compound Interest:</b> Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest</li> <li>• Annuity-Present and future value-sinking funds</li> <li>• <b>Depreciation of Assets:</b> Equated Monthly Installments (EMI)- using flat interest rate and reducing balance method.</li> <li>• <b>Functions:</b> Algebraic functions and the functions used in business and economics, Break Even and Equilibrium point.</li> <li>• <b>Permutation and Combination:</b> (Simple problems to be solved with the calculator only)</li> </ul>
2	<b>Matrices and Determinants</b>
	<ul style="list-style-type: none"> <li>• <b>Matrices:</b> Some important definitions and some important results. Matrix operation (Addition, scalar multiplication, matrix multiplication, transpose of a matrix)</li> <li>• <b>Determinants of a matrix of order two or three:</b> properties and results of Determinants</li> <li>• Solving a system of linear equations using Cramer's rule</li> <li>• Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method</li> <li>• <b>Case study:</b> Input Output Analysis</li> </ul>
3	<b>Derivatives and Applications of Derivatives</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction and Concept:</b> Derivatives of constant function, logarithmic functions, polynomial and exponential function</li> <li>• <b>Rules of derivatives:</b> addition, multiplication, quotient</li> <li>• Second order derivatives</li> <li>• <b>Application of Derivatives:</b> Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand</li> </ul>
4	<b>Numerical Analysis [Interpolation]</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction and concept:</b> Finite differences – forward difference operator – Newton's forward difference formula with simple examples</li> <li>• Backward Difference Operator. Newton's backward interpolation formula with simple examples</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Ability Enhancement Courses (AEC)***

**4. Business Communication - II**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Presentation Skills	15
2	Group Communication	15
3	Business Correspondence	15
4	Language and Writing Skills	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Presentation Skills</b>
	<p><b>Presentations:</b> (to be tested in tutorials only) 4 Principles of Effective Presentation</p> <p>Effective use of OHP</p> <p>Effective use of Transparencies</p> <p>How to make a Power-Point Presentation</p>
2	<b>Group Communication</b>
	<p><b>Interviews:</b> Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit</p> <p><b>Meetings:</b> 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</p> <p><b>Conference:</b> Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing</p> <p><b>Public Relations:</b> Meaning, Functions of PR Department, External and Internal Measures of PR</p>
3	<b>Business Correspondence</b>
	<p><b>Trade Letters:</b> Order, Credit and Status Enquiry, Collection (just a brief introduction to be given)</p> <p><b>Only following to be taught in detail:-</b></p> <p>Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act</p> <p>[Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.]</p>
4	<b>Language and Writing Skills</b>
	<p><b>Reports:</b> Parts, Types, Feasibility Reports, Investigative Reports</p> <p><b>Summarisation:</b> Identification of main and supporting/sub points Presenting these in a cohesive manner</p>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Skill Enhancement Courses (SEC)***

**5. Foundation Course – II**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Globalisation and Indian Society	07
2	Human Rights	10
3	Ecology	10
4	Understanding Stress and Conflict	10
5	Managing Stress and Conflict in Contemporary Society	08
<b>Total</b>		<b>45</b>

Sr. No	Modules /Units
<b>1</b>	<b>Globalisation and Indian Society</b>
	Understanding the concepts of liberalization, privatization and globalization;Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.
<b>2</b>	<b>Human Rights</b>
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights;Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
<b>3</b>	<b>Ecology</b>
	Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation- causes and impact on human life;Sustainable development- concept and components; poverty and environment
<b>4</b>	<b>Understanding Stress and Conflict</b>
	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; Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict
<b>5</b>	<b>Managing Stress and Conflict in Contemporary Society</b>
	Types of conflicts and use of coping mechanisms for managing individual stress; Maslow's theory of self-actualisation;Different methods of responding to conflicts in society; Conflict-resolution and efforts towards building peace and harmony in society



***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Skill Enhancement Courses (SEC)***

**5. Foundation Course in NSS - II**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Socio-economic Survey and Special Camp	10
2	Orientation of the College Unit and Communication Skills	15
3	Rapport with Community and Programme Planning	10
4	Government Organisations /Non-Government Organisations	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Socio-economic Survey and Special Camp</b>
	<p><b>Socio economic survey</b> Socio-economic survey- its meaning and need, Process of Socio-economic survey- design of questionnaire; data collection, data analysis and report writing</p> <p><b>Special camping activity</b> Concept of camp- Identification of community problems- Importance of group living- Team building- Adoption of village- Planning for camp- pre camping, during the course of camp and post camping activities</p>
2	<b>Orientation of the College Unit and Communication Skills</b>
	<p><b>Training and orientation of the program unit in the college</b> Leadership training – formation of need based programmes- Concept of campus to community(C to C) activities</p> <p><b>Communication skills and Documentation</b> Communication skills- the concept, Verbal, Non-Verbal communication The documentation- Activity Report Writing – basics of NSS accounting – Annual Report – Press note and preparation</p>
3	<b>Rapport with Community and Programme Planning</b>
	<p><b>Working with individual group and community</b> Ice breaking- interaction games – conflict resolution</p> <p><b>Program planning</b> Programme planning- the concept and its features, requirements for successful implementation of program- program flow charting- feedback</p>
4	<b>Government Organisations /Non-Government Organisations</b>
	<p><b>Structure of Government Organisations and Non-Government Organisations</b> Government organisations (GO)- its meaning -Legal set up, functioning, Sources of funding Non-Government organisations (NGO)- its meaning -Legal set up, functioning, Sources of funding National Service Scheme(NSS)- Government organisations (GO) and Non-Government organisations (NGO)</p> <p><b>Government schemes for community development</b> Schemes of Government welfare departments for community development- provisions &amp; examples</p>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Skill Enhancement Courses (SEC)***

**5.Foundation Course in NCC - II**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Disaster Management, Social Awareness and Community Development	10
2	Health and Hygiene	10
3	Drill with Arms	10
4	Weapon Training	10
5	Specialized Subject: Army Or Navy Or Air	05
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
1	<b>Disaster Management, Social Awareness and Community Development</b>
	<p><b>Disaster Management:</b>  <b>Desired outcome:</b> The student shall gain basic information about civil defence organisation / NDMA &amp; shall provide assistance to civil administration in various types of emergencies during natural / manmade disasters</p> <ul style="list-style-type: none"> <li>• Civil Defence Organisation and Its Duties/ NDMA</li> <li>• Types of Emergencies/ Natural Disaster</li> <li>• Assistance during Natural / Other Calamities: Flood / Cyclone/ Earth Quake/ Accident etc.</li> <li>• 'Avan' model of NCC</li> </ul> <p><b>Social Awareness and Community Development:</b>  <b>Desired outcome:</b> The student shall have an understanding about social service and its need, about NGOs and shall participate in community action programmes for betterment of the community.</p> <ul style="list-style-type: none"> <li>• Basics of Social Service, Weaker Sections of Our Society and Their Needs</li> <li>• Social/ Rural Development Project: MNREGA, SGSY, NSAP etc.</li> <li>• Contribution of Youth towards Social Welfare</li> <li>• Civic Responsibilities</li> <li>• Causes &amp; Prevention of HIV/AIDS; Role of Youth</li> </ul>
2	<b>Health and Hygiene</b>
	<p><b>Desired outcome:</b> The student shall be fully aware about personal health and hygiene lead a healthy life style and foster habits of restraint and self awareness.</p> <ul style="list-style-type: none"> <li>• Structure and Functioning of the Human Body</li> <li>• Hygiene and Sanitation (Personal and Food Hygiene)</li> <li>• Infectious &amp; Contagious Diseases &amp; Their Prevention</li> </ul>
3	<b>Drill with Arms</b>
	<p><b>Desired outcome:</b> The students will demonstrate the sense of discipline, improve bearing, smartness, turnout, develop the quality of immediate and implicit obedience of orders, with good reflexes.</p> <ul style="list-style-type: none"> <li>• Attention, Stand at Ease and Stand Easy</li> <li>• Getting on Parade with Rifle and Dressing at the Order</li> <li>• Dismissing and Falling Out</li> <li>• Ground / Take Up Arms</li> <li>• Present From the Order and Vice-versa</li> <li>• General Salute, Salami Shastra</li> </ul>
4	<b>Weapon Training</b>
	<p><b>Desired outcome:</b> The student shall have basic knowledge of weapons and their use and handling.</p> <ul style="list-style-type: none"> <li>• Characteristics of a Rifle / Rifle Ammunition and its Fire Power</li> <li>• Stripping, Assembling, Care and Cleaning and Sight Setting of .22 rifle</li> <li>• Stripping, Assembling, Care and Cleaning of 7.62mm SLR</li> <li>• Loading, Cocking and Unloading</li> <li>• The lying position, Holding and Aiming- I</li> <li>• Trigger control and firing a shot</li> <li>• Range procedure and safety precautions</li> <li>• Short range firing, Aiming- II -Alteration of sight</li> </ul>

Sr. No.	Modules / Units
5	<b>Specialized Subject: Army Or Navy Or Air</b>
	<p><b>Army</b>  <b>Desired outcome:</b> The training shall instill patriotism, commitment and passion to serve the nation motivating the youth to join the defence forces.  It will also acquaint, expose &amp; provide basic knowledge about armed, naval and air-force subjects</p> <p><b>A. Map reading</b></p> <ul style="list-style-type: none"> <li>• Introduction to types of Maps and Conventional signs</li> <li>• Scales and Grid system</li> <li>• Topographical forms and technical terms</li> <li>• Relief, contours and Gradients</li> <li>• Cardinal points and Types of North</li> <li>• Types of bearings and use of Service Protractor</li> <li>• Prismatic compass and its use and GPS</li> </ul> <p><b>B. Field Craft and Battle Craft</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Judging distance</li> <li>• Description of ground</li> <li>• Recognition, Description and Indication of landmarks and targets</li> </ul> <p style="text-align: center;"><b>OR</b></p> <p><b>Navy</b>  <b>A. `Naval Communication</b></p> <ul style="list-style-type: none"> <li>• Introduction to Naval Modern Communication, Purpose and Principles <ul style="list-style-type: none"> <li>▪ Introduction of Naval communication</li> <li>▪ Duties of various communication sub-departments</li> </ul> </li> <li>• Semaphore <ul style="list-style-type: none"> <li>▪ Introduction of position of letters and prosigns</li> <li>▪ Reading of messages</li> <li>▪ Transmission of messages</li> </ul> </li> </ul> <p><b>B. Seamanship</b></p> <ul style="list-style-type: none"> <li>• <b>Anchor work</b> <ul style="list-style-type: none"> <li>▪ Parts of Anchor and Cable, their identification</li> </ul> </li> <li>• <b>Rigging</b> <ul style="list-style-type: none"> <li>▪ Types of ropes and breaking strength- stowing, maintenance and securing of ropes</li> <li>▪ Practical Bends and Hitches: Reef Knot, Half hitch, Clove Hitch, Rolling Hitch, Timber Hitch, Bow Line, Round Turn and Two half hitch and Bow line on the Bight and its basic elements and uses.</li> <li>▪ Introduction to Shackles, Hooks, Blocks and Derricks, Coiling Down and Splicing of rope</li> </ul> </li> </ul> <p><b>C. Boat work</b></p> <ul style="list-style-type: none"> <li>• Parts of Boat and Parts of an Oar</li> <li>• Instruction on boat Pulling- Pulling orders</li> <li>• Steering of boat under oars, Practical instruction on Boat Pulling, Precautions while pulling</li> </ul>

Sr. No.	Modules / Units
	<p style="text-align: center;"><b>OR</b></p> <p><b>Air</b></p> <p><b>A. Air frames</b></p> <ul style="list-style-type: none"> <li>• Aircraft Controls</li> <li>• Landing Gear</li> </ul> <p><b>B. Instruments</b></p> <ul style="list-style-type: none"> <li>• Basic Flight Instruments</li> </ul> <p><b>C. Aircraft Particulars</b></p> <ul style="list-style-type: none"> <li>• Aircraft Particulars (Type specific)</li> </ul> <p><b>D. Aero modelling</b></p> <ul style="list-style-type: none"> <li>• History of Aero modelling</li> <li>• Materials used in Aero modelling</li> <li>• Type of Aero models</li> <li>• Flying/ Building of Aero models</li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Skill Enhancement Courses (SEC)***

**5.Foundation Course in Physical Education - II**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Development of Fitness	10
2	Health, Fitness and Diseases	15
3	Yoga Education	10
4	Daily Schedule of Achieving Quality of Life and Wellness	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Development of Fitness</b>
	<ul style="list-style-type: none"> <li>• Benefits of physical fitness and exercise and principles of physical fitness</li> <li>• Calculation of fitness index level 1-4</li> <li>• Waist-hip ratio Target Heart Rate, BMI and types and principles of exercise (FITT)</li> <li>• Methods of training – continues, Interval, circuit, Fartlek and Plyometric</li> </ul>
<b>2</b>	<b>Health, Fitness and Diseases</b>
	<ul style="list-style-type: none"> <li>• Definition of obesity and its management</li> <li>• Communicable diseases, their preventive and therapeutic aspects</li> <li>• Factors responsible for communicable diseases</li> <li>• Preventive and therapeutic aspect of Communicable and non- communicable diseases</li> </ul>
<b>3</b>	<b>Yoga Education</b>
	<ul style="list-style-type: none"> <li>• Meaning and history of yoga</li> <li>• Ashtang yoga and types of yoga</li> <li>• Types of Suryanamaskar and Technique of Pranayam</li> <li>• Benefits of Yoga</li> </ul>
<b>4</b>	<b>Daily Schedule of Achieving Quality of Life and Wellness</b>
	<ul style="list-style-type: none"> <li>• Daily schedule based upon one's attitude, gender, age &amp; occupation.</li> <li>• Basic – module: - Time split for rest, sleep, diet, activity &amp; recreation.</li> <li>• Principles to achieve quality of life:- positive attitude, daily regular exercise, control over food habits &amp; healthy hygienic practices.</li> </ul>



***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Core Courses (CC)***

**6. Business Environment**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Introduction to Business Environment	15
2	Political and Legal environment	15
3	Social and Cultural Environment, Technological environment and Competitive Environment	15
4	International Environment	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction to Business Environment</b>
	<ul style="list-style-type: none"> <li>• <b>Business:</b> Meaning, Definition, Nature &amp; Scope, Types of Business Organizations</li> <li>• <b>Business Environment:</b> Meaning, Characteristics, Scope and Significance, Components of Business Environment</li> <li>• <b>Micro and Macro Environment:</b> Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.</li> <li>• <b>Introduction to Micro-Environment:</b> <ul style="list-style-type: none"> <li>▪ <b>Internal Environment:</b> Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity</li> <li>▪ <b>External Environment:</b> Firm, customers, suppliers, distributors, Competitors, Society</li> </ul> </li> <li>• <b>Introduction to Macro Components:</b> Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)</li> </ul>
2	<b>Political and Legal environment</b>
	<ul style="list-style-type: none"> <li>• <b>Political Institutions:</b> Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.</li> <li>• <b>Economic environment:</b> economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy</li> <li>• Impact of business on Private sector, Public sector and Joint sector</li> <li>• Sun-rise sectors of India Economy. Challenges of Indian economy.</li> </ul>
3	<b>Social and Cultural Environment, Technological environment and Competitive Environment</b>
	<ul style="list-style-type: none"> <li>• <b>Social and Cultural Environment:</b> 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</li> <li>• <b>Technological environment:</b> Features, impact of technology on Business</li> <li>• <b>Competitive Environment:</b> Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies</li> </ul>
4	<b>International Environment</b>
	<ul style="list-style-type: none"> <li>• <b>International Environment –</b> <ul style="list-style-type: none"> <li>▪ <b>GATT/ WTO:</b> Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO.</li> <li>▪ <b>Globalization:</b> Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.</li> <li>▪ <b>MNCs:</b> Definition, meaning, merits, demerits, MNCs in India</li> <li>▪ <b>FDI:</b> Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,</li> </ul> </li> <li>• <b>Challenges faced by International Business and Investment Opportunities for Indian Industry.</b></li> </ul>

***Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester II  
with Effect from the Academic Year 2016-2017***

***Core Courses (CC)***

**7. Principles of Management**

***Modules at a Glance***

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Nature of Management	15
2	Planning and Decision Making	15
3	Organising	15
4	Directing, Leadership, Co-ordination and Controlling	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Nature of Management</b>
	<ul style="list-style-type: none"> <li>• <b>Management:</b> Concept, Significance, Role &amp; Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid.</li> <li>• Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.</li> </ul>
2	<b>Planning and Decision Making</b>
	<ul style="list-style-type: none"> <li>• <b>Planning:</b> Meaning, Importance, Elements, Process, Limitations and MBO.</li> <li>• <b>Decision Making:</b> Meaning, Importance, Process, Techniques of Decision Making.</li> </ul>
3	<b>Organizing</b>
	<ul style="list-style-type: none"> <li>• <b>Organizing:</b> Concepts, Structure (Formal &amp; Informal, Line &amp; Staff and Matrix), Meaning, Advantages and Limitations</li> <li>• <b>Departmentation:</b> Meaning, Basis and Significance</li> <li>• <b>Span of Control:</b> Meaning, Graicunas Theory, Factors affecting span of ControlCentralization vs Decentralization</li> <li>• <b>Delegation:</b> Authority &amp; Responsibility relationship</li> </ul>
4	<b>Directing, Leadership, Co-ordination and Controlling</b>
	<ul style="list-style-type: none"> <li>• <b>Directing:</b> Meaning and Process</li> <li>• <b>Leadership:</b> Meaning, Styles and Qualities of Good Leader</li> <li>• <b>Co-ordination</b> as an Essence of Management</li> <li>• <b>Controlling:</b> Meaning, Process and Techniques</li> <li>• <b>Recent Trends:</b> Green Management &amp; CSR</li> </ul>

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester I  
with effect from the Academic Year 2016-2017**

**Reference Books**

Reference Books
<b>Introduction to Financial Accounts</b> <ul style="list-style-type: none"> <li>Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books</li> <li>Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education)</li> <li>Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh– Taxman</li> <li>Financial Accounting for Business Managers: By Ashish K. Bhattacharya.</li> <li>Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi</li> <li>Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi</li> <li>Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi</li> <li>Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai</li> <li>Financial Accounting by LesileChandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi</li> <li>Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai</li> <li>Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi</li> <li>Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc</li> <li>Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida</li> <li>Compendium of Statement and Standard of Accounting, ICAI</li> <li>Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai</li> <li>Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai</li> <li>Company Accounting Standards by ShrinivasanAnand, Taxman, New Delhi</li> <li>Financial Accounting by V. Rajasekaran, Pearson Publications, New Delhi</li> <li>Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi</li> <li>Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi</li> <li>Financial Accounting a Managerial Perspective, Varadraj B. Bapat, MehulRaithatha, Tata McGraw Hill Education Pvt. Ltd., New Delhi</li> </ul>
<b>Business Law</b> <ul style="list-style-type: none"> <li>Elements of mercantile Law – N.D.Kapoor</li> <li>Business Law – P.C. Tulsian</li> <li>Business Law – SS Gulshan</li> <li>Company Law – Dr.Avtar Singh</li> <li>Indian contract Act – Dr.Avtar Singh</li> <li>Law of Intellectual Property-V.K-Taraporevala</li> </ul>
<b>Business Statistics</b> <ul style="list-style-type: none"> <li>Statistics of Management , Richard Levin &amp;David S. Rubin,Printice Hall of India , New Delhi.</li> <li>Statistics for Business &amp; Economics, David R Anderson, Dennis J Sweney, Thompmson Publication.</li> <li>Fundamental of Statistics, S C Gupta, Himalya Publication House.</li> <li>Business Statistics , Bharadwaj , Excel Books, Delhi</li> <li>Business Mathematics, S.K Singh &amp; J.K Singh, Brijwasi Book Distributor &amp; Publisher.</li> </ul>

## Reference Books

### Business Communication - Paper I

- Agarwal, AnjuD(1989) *A Practical Handbook for Consumers*, IBH.
- Alien, R.K.(1970) *Organisational Management through Communication*.
- Ashley,A(1992) *A Handbook Of Commercial Correspondence*, Oxford University Press.
- Aswalthapa, K (1991)*Organisational Behaviour*, Himalayan Publication, Mumbai.
- Atreya N and Guha (1994) *Effective Credit Management*, MMC School of Management, Mumbai.
- Bahl,J.C. and Nagamia,S.M. (1974) *Modern Business Correspondence and Minute Writing*.
- Balan,K.R. and Rayudu C.S. (1996) *Effective Communication*, Beacon New Delhi.
- Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) *How to Write First Class Business Correspondence*, N.T.C. Publishing Group USA.
- Banerjee, Bani P (2005) *Foundation of Ethics in Mangement* Excel Books 10.*Businessworld Special Collector's Issue: Ethics and the Manager*
- Barkar, Alan(1993) *Making Meetings Work*, Sterling Publications Pvt. Ltd., New Delhi.
- Basu,C.R.(1998) *Business Organisation and Management*, T.M.H.New Delhi.
- Benjamin, James (1993) *Business and Professional Communication Concepts and Practices*, Harper Collins College Publishers, New York.
- Bhargava and Bhargava91971) *Company Notices, Meetings and Regulations*
- Black, Sam (1972) *Practical Public Relations*, E.L.B.S. London.
- 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.
- Darrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) *Public Relations Handbook*, TheDartwell Co., Chicago.
- 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 Co.Calcutta.
- Ecouse Barry, (1999), *Competitive Communication: A Rhetoric for Modern Business*, OUP.
- Fisher Dalmar, (1999), *Communication in Organisation*, Jaico Pub House, Mumbai, Delhi.
- Frailley, L.E. (1982) *Handbook of Business Letters*, Revised Edn. Prentice Hall Inc.
- French, Astrid (1993) *Interpersonal Skills*. Sterling Publishers, New delhi.
- 27 Fritzsche, David J (2005) *Business Ethics: A Global and Managerial Perspective* McGraw Hill
- Garlside, L.E. (1980) *Modern Business Correspondence*, McDonald and Evans Ltd. Plymouth.
- Ghanekar,A(1996) *Communication Skills for Effective Management*. Everest Publishing House, Pune.
- Graves, Harold F. (1965) *Report Writing*, Prentice Hall, New Jersey.
- Gupta, Anand Das (2010) *Ethics, Business and Society: Managing Responsibly Response Books* 32.Gupta, Dipankar (2006) *Ethics Incorporated: Top Priority and Bottom Line Response Books*
- Krevolin, Nathan (1983) *Communication Systems and Procedures for Modern Office*, Prentice Hall, New Jersey.
- Lesikar, Raymond V and Petit, John D.(1994) *Business Communication: Theory and Application* , Richard D. Irwin Inc. Illinois.
- Ludlow,Ron.(1995) *The Essence of Effective Communication*, Prentice , New Delhi.
- 36.M. Ashraf, Rizvi (2006) *Effective Technical Communication* Tata McGraw Hill
- Martson, John E. 1963) *The Nature of Public Relations*, McGraw Hill, New Delhi.
- Majumdar,P.K.(1992) *Commentary on the Consumer protection Act*, Prentice, New Delhi.
- McQuail, Denis (1975), *Communication*, Longman.
- Merrihue, William (1960) *Managing by Communication*, McGraw Hill, New York. 41.Mishra Rajiv K (2006) *Code of Conduct for Managers* Rupa Company
- Monippalli, M.M. (1997),*The Craft of Business Letter Writing*, T.M.H. New Delhi.

### Reference Books

- Montagu, A and Matson, Floyd (1979) *The Human Connection*, McGraw Hill, New York.
- Murphy, Herta and Hilde Brandt, Herbert W (1984) *Effective Business Communication*, McGraw Hill, New York.
- Parry, John (1968) *The Psychology of Human Communication*.
- Parson, C.J. and Hughes (1970) *Written Communication for Business Students*, Great Britain.
- Peterson, Robert A and Ferrell, O.C (2005) *Business Ethics: New Challenges for Business Schools and Corporate Leaders* Prentice Hall of India Pvt., Ltd
- 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.
- Sadri Sorab, Sinha Arun and Bonnerjee Peter (1998) *Business Ethics: Concepts and Cases* Tata McGraw Hill Public Company Limited
- Shekhar, R.C (1997) *Ethical Choices in Business Response Books*
- Stephenson, James (1988) *Principles and Practice of Commercial Correspondence*, Pilman and Sons Ltd. London.
- 53.. Shurter, Robert L. (1971) *Written Communication in Business*, McGraw Hill, Tokyo

### Foundation Course - I

- *Social and Economic Problems in India*, Naseem Azad, R Gupta Pub ( 2011)
  - *Indian Society and Culture*, Vinita Padey, Rawat Pub (2016)
  - *Social Problems in India*, Ram Ahuja, Rawat Pub (2014)
  - *Faces of Feminine in Ancient, medieval and Modern India*, Mandakranta Bose Oxford University Press
  - *National Human rights commission- disability Manual*
  - *Rural, Urban Migration : Trends, challenges & Strategies*, S Rajagopalan, ICFAI- 2012
  - *Regional Inequities in India* Bhat L SSSRD- New Delhi
  - *Urbanisation in India: Challenges, Opportunities & the way forward*, I J Ahluwalia, Ravi Kanbur, P K Mohanty, SAGE Pub ( 2014)
  - *The Constitution of India*, P M Bakshi 2011
  - *The Problems of Linguistic States in India*, Krishna Kodesia Sterling Pub
  - *Politics in India: structure, Process and Policy* Subrata Mitra, Routledge Pub
  - *Politics in India*, Rajani Kothari, Orient Blackswan
  - *Problems of Communalism in India*, Ravindra Kumar Mittal Pub
- Combating communalism in India: Key to National Integration*, Kawal Kishor Bhardwaj, Mittal Pub

### Foundation Course in NSS

- *National Service Scheme Manual (Revised) 2006*, Government of India, Ministry of Youth Affairs and Sports, New Delhi.
- *University of Mumbai National Service Scheme Manual 2009*.
- *Avhan Chancellor's Brigade - NSS Wing, Training camp on Disaster Preparedness Guidelines*, March 2012
- *Rashtriya Seva Yojana Sankalpana* - Prof. Dr. Sankay Chakane, Dr. Pramod Pabrekar, Diamond Publication, Pune
- *National Service Scheme Manual for NSS District Coordinators*, National Service Scheme Cell, Dept. of Higher and Technical Education, Mantralaya,
- *Annual report of National Service Scheme (NSS) published by Dept. of Higher and Technical Education*, Mantralaya,
- *NSS Cell, Dept. of Higher and Technical Education, Mantralaya, UTKARSHA- Socio and cultural guidelines*
- *Case material as a Training Aid for Field Workers*, Gurmeet Hans.
- *Social service opportunities in hospitals*, Kapil K. Krishnan, TISS
- *New Trends in NSS*, Research papers published by University of Pune
- *ANOOGUNJ Research Journal*, published by NSS Unit C. K. Thakur college



## Reference Books

- *Training Manual for Field Work* published by RGNIYD, Chreeperumbudur
- Prof.Ghatole R.N. *Rural Social Science and Community Development*.
- PurushottamSheth, Dr.Shailaja Mane, *National Service Scheme*
- *Joint programme of National Service Scheme, University of Mumbai & DISHA - DEEPSHIKHA Projects, Nair Hospital, 2011-12*
- *National Service Scheme in India: A Case study of Karnataka*, M. B. Dishad, Trust Publications, 2001
- <http://www.thebetterindia.com/140/national-service-scheme-nss/>
- <http://en.wikipedia.org/wiki/national-service-scheme> 19=<http://nss.nic.in/admininstruct>
- <http://nss.nic.in/propexpan>
- <http://nss.nic.in>
- <http://socialworknss.org/about.html>

## Foundation Course in NCC

- *Cadet's Hand book – Common subject..all wings*, BY DG NCC, New Delhi.
- *Cadet's Hand book – Specialised Subjects, Army, Navy, Air-force*, BY DG NCC, New Delhi.
- *NCC OTA Precise*, BY DG NCC, New Delhi.
- "AVAN" *Model of Disaster Mang.*, VinayakDalvie, *Proceedings of Int. Conf. on Urban Plan. andEnvStrat& Challenges*, Elphinstone College, Jan 2007.
- *Humanistic Tradition of India*, N.L.Gupta, Mohit Publication, New Delhi
- *Social psychology*, Baron & Byrne, Pearson Publication, 12<sup>th</sup> Edition *self awareness know yourself / insight (110) Group & Individuals (374) Group discussion*
- *Chanakya's 7 Secrets of Leadership*, RadhakrishnanPillai and D.Shivnandhan, Jaico
- *Social Psychology: Understanding Human Interaction*, Baron, Robert A., (302/BAR/BYR), 7<sup>th</sup> Edition
- *Seven Habits of Highly Effective People.*, Covey , Stephen
- *The Habit of Winning.*, Iyer , Prakash, Penguin , India ; 2011
- *The Goal*, Goldratt , Eliyahu, The Northriver press ; 1994
- *Freedom Struggle*, Chandra Bipin, National Book Trust 1972
- *Freedom of Religion and The Indian Judiciary*, Bachal V.M. , ShubhadaSaraswat, (362P)
- *India 1996- A Reference Annual Govt. of India*
- *SahaSoneri Pane*, Vinayak D. Savarkar
- *Environmental Biology and Toxicology*, P.D. Sharma., Rastogi Publication
- *Environmental Science*, S.C. Santra, New Central Book Agency
- *National Cadet Corps (India)*, Lambert M. Surhone, Mariam T. Tennoe, Susan F. Henssonow, Betascript Publishing, 2011
- *National Cadet Corps, Youth in Action (Google eBook)*, *National Cadet Corps (India)*, Lancer Publishers, 2003
- *Youth in Step: History of the National Cadet Corps*, V. Longer, Lancer international, 1983Original from the University of Michigan
- *National Cadet Corps of India*, Man Mohan Sharma, Vision Books, 1980Original from the University of Michigan
- *The National Cadet Corps Act, 1948, as Modify Up to the 1st July 1963*, India, Government of India Press, 1963(Military Law)
- *Cadet Corps in India: Its Evolution and Impact*, Satis Chandra Maikap, DarbariUdyog, 1979Original from the University of California
- *National Cadet Corps: 100 Years of Distinction*, National Cadet Corps (Singapore), NCC
- *The NCC*, Singapore, National Cadet Corps Council, National Cadet Corps Council
- *Grooming Tomorrow's Leaders: National Cadet Corps, 1917-2006*, R.S. Chhettri, Lancer Publishers, 2006
- *National Civil Defence Cadet Corps*, Lambert M. Surhone, Mariam T. Tennoe, Susan F. Henssonow, Betascript Publishing, 2011



## Reference Books

- *Discovery of India*, Jawaharlal Nehru
- *Health and Hygiene*, Manoj. J.S., Agra University Publication
- *Yoga for Healing*, Venkateswaran P.S., Bombay:- Jaico Publishing House 1989
- *Yoga Illustrated*, New Delhi, Ministry of Information and Broadcasting, 1995
- *Yoga Practice*, 1972, Shivnande Swami, Mumbai:- D.B. Taraporewala 1972
- *Yoga of Patanjali*-1979, Yardi M.R., Bhandarkar Oriental Research Institute- 1974
- *Sustainable Development (An Alternative Paradigm)*, Satpathy , N., Karnavati Publications , Ahmedabad
- *Global Partners for Sustainable Development*, Pachauri R.K &Srivastava L., Tata Energy Research Institute, New Delhi ; 1994, 1998
- *Ecology and the Politics of survival : Conflict over Natural Resources in India*, Shiva , Vandana, Sage Publications , California , 1991

## Foundation Course in Physical Education

- LippianCott Williams and Wilkins 2006.
- American College of Sports Medicine, ACSM's, *Guidelines for Exercise Testing and Prescription*. (2013) Ninth Edition, LippianCott Williams and Wilkins.
- American College of Sports Medicine, ACSM's *Resource Manual for Guidelines for Exercise Testing and Prescription*. (2006) 5th Ed., LippianCott Williams and Wilkins, 2006.
- Beashel, P., & Taylor, J. (1996). *Advance Studies in Physical Education and Sports*. U.K.: Thomas Nelson and Sons Ltd.
- Bucher, C.A. (1995). *Foundation of Physical Education* (12th Ed.) USA : St. Louis, C.V. Mosloy.
- Colfter, G.R., Hamilton, K.E., Magill R.A., & Hamilton B.J. (1986). *Contemporary Physical Education*. USA :Wim C. Brown Publisher.
- Daryl S. (1994). *Introduction to physical education, fitness and sports* (2nd ed.). London: Mayfield publishing company.
- Dheer, S.D.(1991). *Introduction to Health Education*. New Delhi : Friends Publication.
- Dr.A.K.Uppal&Dr. G. P. Gautam (2004). *Physical education and Health*. Delhi: Friends publisher.
- Dr.Gharote M. L; *Teaching Methods for Yogic Practices*. – 2nd Ed., KaivalyadhamSamiti, Lonavala- 2001.
- Dr.Gharote M. L; *Guideline for Yogic Practices – 2nd Ed.*, The Lonavala Yoga Institute (India), Lonavala- 2007
- Greenberg, Dintiman, Oakes. (2004). *Physical Fitness & wellness*.(3rd ed.) IL:Human kinetics.
- Halfield, F.C. (2001). *Fitness : The Complete Guide*. USA : International Sports Science Association.
- Jackson, A.L., Morrow, J.R. (2004). *Physical activity for health & fitness*. IL:Human kinetics.
- Kamlesh, M.L. (2002). *Foundation of Physical Education*. New Delhi : Metropolitan Book & Co. Ptd. Ltd.
- Kansal, D.K. (2012). *A Text book of Applied Measurement Evaluation and Sports Selection* (3rd Ed.). New Delhi : DVS Publication.
- Lock Hurt and others – *Anatomy of the human body*, Feber&Feber Oxford University, 1975
- Muller, J. P.(2000). *Health, Exercise and Fitness*. Delhi : Sports.
- Murgesh N. – *Anatomy, Physiology and Health Education*, Sathya, Chinnalapatti, 1990.
- NASPE. (2005). *Physical Education for lifelong fitness. The physical Best teacher's guide*. IL:Human Kinetics
- Nieman, D.C.(1986). *Fitness and Sports Medicine : Health Related Approach* London: Mayfield Publishing Co.
- Nimbalkar. Sadashiv, *Yoga for Health and Peace*.- 6th Ed., Yoga VidyaNiketan, Mumbai., 2004.
- Pate R.R. &Hohn R.C. (1994). *Health Fitness Through Physical Education*. USA : Human Kinetics.
- Pandey, &Gangopadhyay.(1995). *Health Education for school children*. New Delhi : Friends Publication.
- Safrit, M. (1990). *Introduction to Measurement in Physical Education and Exercise Science*. St. Louis, Toronto, Bastan : Times Mirror/Mosby College Publishing.
- Sharma, O.P. (1998). *History of Physical Education*. Delhi: KhelSahityaKendra.Werner. W.K., Hoeger. (2007). *Fitness and Wellness*. (8th ed.). Wadsworth, Cengage Learning.

## Reference Books

### Foundation of Human Skills

- *Organisational behaviour*, S.Robbins, Prentice Hall
- *Organisational behaviour*, John W.Newstrom and Keith Davis, Tata McGrawhill
- *Organisational behaviour*, Fred Luthans, McGrawhill, Newyork
- *Organisational behaviour*, K.Aswathappa, Himalaya Publishing House
- *Essentials of management*, Koontz, Harold, Tata McGrawhill

### Business Economics - Paper I

- Mehta, P.L.: *Managerial Economics – Analysis, Problem and Cases* (S. Chand & Sons, N. Delhi, 2000)
- Hirchey .M., *Managerial Economics*, Thomson South western (2003)
- Salvatore, D.: *Managerial Economics in a global economy* (Thomson South Western Singapore, 2001)
- Frank Robert.H, Bernanke. Ben S., *Principles of Economics* (Tata McGraw Hill (ed.3)
- Gregory Mankiw., *Principles of Economics*, Thomson South western (2002 reprint)
- Samuelson & Nordhas.: *Economics* (Tata McGraw Hills, New Delhi, 2002)
- Pal Sumitra, *Managerial Economics cases and concepts* (Macmillan, New Delhi, 2004)

**Revised Syllabus of Courses of Bachelor of Management Studies  
(BMS) Programme at Semester II  
with effect from the Academic Year 2016-2017**

**Reference Books**

Reference Books
<b>Principles of Marketing</b>
<ul style="list-style-type: none"> <li>Kotlar, Philip, <i>Marketing Management</i>, Prentice Hall, New Delhi.</li> <li>Stanton, Etzel, Walker, <i>Fundamentals of Marketing</i>, Tata-McGraw Hill, New Delhi.</li> <li>Saxena, Rajan, <i>Marketing Management</i>, Tata-McGraw Hill, New Delhi.</li> <li>McCarthy, E.J., <i>Basic Marketing: A managerial approach</i>, Irwin, New York.</li> <li>Pillai R S, Bagavathi, <i>Modern Marketing</i></li> </ul>
<b>Industrial Law</b>
<ul style="list-style-type: none"> <li><i>Industrial and Labour Laws</i>, Dr. Sanjeev Kumar, Bharat Law HP Ltd</li> <li><i>Labour and Industrial Laws</i>, S.N Misra, Central Law Publication</li> <li><i>Labour and Industrial Laws</i>, P.K.Padhi, Eastern Economy Edition</li> <li><i>Commercial and Industrial Law</i>, S.K. Dasgupta, Sterling Publishers Pvt. Ltd</li> <li><i>Industrial Law</i>, Mr. N.D. Kapoor, Sultan Chand</li> <li><i>Employee's Provident Fund</i>, Chopra D.S, Labour Law Agency</li> <li><i>Industrial Law</i>, Mr. P.L. Mallick, Sultan Chand</li> <li><i>Essence of Personnel Management and Industrial Relations</i>, Cowling, Prentice – Hall</li> </ul>
<b>Business Mathematics</b>
<ul style="list-style-type: none"> <li><i>Mathematics for Economics and Finance</i>, Martin Anthony, Norman Biggs, Cambridge lowprice editions, 2000.</li> <li><i>Business Mathematics</i>, D.C. Sancheti, V.K. Kapoor, Sultan Chand &amp; Sons Publications, 2006.</li> <li><i>Business Mathematics</i>, J.K. Singh, 2009, Himalaya Publishing House.</li> <li><i>Mathematics for Business and Economics</i>, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGrawHill Publishing Company Ltd.</li> <li><i>Mathematics of Finance 2nd Edition Schaum's Outline Series Peter Zima, Robert Browns Tata McGrawHill Publishing Company Ltd</i></li> <li><i>Business Mathematics by Dr.AmarnathDikshit&amp;Dr.Jinendra Kumar Jain.</i></li> <li><i>Business Mathematics by Bari - New Literature publishing company, Mumbai</i></li> <li><i>Mathematics for Economics and Business</i>, RS Bhardwaj, 2010, Excel Books</li> <li><i>Business Mathematics</i>, Zameerudin, Qazi, V.K. Khanna&amp; S.K. Bhambri, Vikas Publishing House Pvt. Ltd, New Delhi</li> </ul>
<b>Business Communication - Paper II</b>
<ul style="list-style-type: none"> <li>garwal, AnjuD(1989) <i>A Practical Handbook for Consumers</i>, IBH.</li> <li>Alien, R.K.(1970) <i>Organisational Management through Communication</i>.</li> <li>Ashley,A(1992) <i>A Handbook Of Commercial Correspondence</i>, Oxford University Press.</li> <li>Aswalthapa, K (1991)<i>Organisational Behaviour</i>, Himalayan Publication, Mumbai.</li> <li>Atreya N and Guha (1994) <i>Effective Credit Management</i>, MMC School of Management, Mumbai.</li> <li>Bahl,J.C. and Nagamia,S.M. (1974) <i>Modern Business Correspondence and Minute Writing</i>.</li> <li>Balan,K.R. and Rayudu C.S. (1996) <i>Effective Communication</i>, Beacon New Delhi.</li> <li>Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) <i>How to Write First Class Business Correspondence</i>, N.T.C. Publishing Group USA.</li> <li>Banerjee, Bani P (2005) <i>Foundation of Ethics in Mangement Excel Books 10.Businessworld Special Collector's Issue: Ethics and the Manager</i></li> </ul>

## Reference Books

- Barkar, Alan(1993) *Making Meetings Work*, Sterling Publications Pvt. Ltd., New Delhi.
- Basu,C.R.(1998) *Business Organisation and Management*, T.M.H.New Delhi.
- Benjamin, James (1993) *Business and Professional Communication Concepts and Practices*, Harper Collins College Publishers, New York.
- Bhargava and Bhargava(1971) *Company Notices, Meetings and Regulations*
- Black, Sam (1972) *Practical Public Relations*, E.L.B.S. London.
- 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.
- Darrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) *Public Relations Handbook*, TheDartwell Co., Chicago.
- Dayal, Ishwar(1981) *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 Co.Calcutta.
- Ecouse Barry, (1999), *Competitive Communication: A Rhetoric for Modern Business*, OUP.
- Fisher Dalmar, (1999), *Communication in Organisation*, Jaico Pub House, Mumbai, Delhi.
- Frailley, L.E. (1982) *Handbook of Business Letters*, Revised Edn. Prentice Hall Inc.
- French, Astrid (1993) *Interpersonal Skills*. Sterling Publishers, New delhi.
- 27 Fritzsche, David J (2005) *Business Ethics: A Global and Managerial Perspective* McGraw Hill
- Garlside, L.E. (1980) *Modern Business Correspondence*, McDonald and Evans Ltd. Plymouth.
- Ghanekar,A(1996) *Communication Skills for Effective Management*. Everest Publishing House, Pune.
- Graves, Harold F. (1965) *Report Writing*, Prentice Hall, New Jersey.
- Gupta, Anand Das (2010) *Ethics, Business and Society: Managing Responsibly Response Books 32*.Gupta, Dipankar (2006) *Ethics Incorporated: Top Priority and Bottom Line Response Books*
- Krevolin, Nathan (1983) *Communication Systems and Procedures for Modern Office*, Prentice Hall, New Jersey.
- Lesikar, Raymond V and Petit, John D.(1994) *Business Communication: Theory and Application* , Richard D. Irwin Inc. Illinois.
- Ludlow,Ron.(1995) *The Essence of Effective Communication*, Prentice , New Delhi.
- 36.M. Ashraf, Rizvi (2006) *Effective Technical Communication* Tata McGraw Hill
- Martson, John E. 1963) *The Nature of Public Relations*, McGraw Hill, New Delhi.
- Majumdar,P.K.(1992) *Commentary on the Consumer protection Act*, Prentice, New Delhi.
- McQuail, Denis (1975), *Communication*, Longman.
- Merrihue, William (1960) *Managing by Communication*, McGraw Hill, New York. 41.Mishra Rajiv K (2006) *Code of Conduct for Managers* Rupa Company
- Monippalli, M.M. (1997),*The Craft of Business Letter Writing*, T.M.H. New Delhi.
- Montagu,A and Matson , Floyd(1979) *The Human Connection*, McGraw Hill,New York.
- Murphy, Herta and Hilde Brandt, Herbert W (1984) *Effective Business Communication*, McGraw Hill, New York.
- Parry, John (1968) *The Psychology of Human Communication*.
- Parson, C.J. and Hughes (1970) *Written Communication for Business Students*, Great Britain.
- Peterson, Robert A and Ferrell, O.C (2005) *Business Ethics: New Challenges for Business Schools and Corporate Leaders* Prentice Hall of India Pvt., Ltd
- 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.
- Sadri Sorab, Sinha Arun and Bonnerjee peter (1998) *Business Ethics: Concepts and Cases* Tata McGraw Hill Public Company Limited
- Shekhar, R.C (1997) *Ethical Choices in Business Response Books*
- Stephenson, James (1988) *Principles and Practice of Commercial Correspondence*, Pilman and Sons Ltd. London.
- 53.. Shurter, Robert L. (1971) *Written Communication in Business*, McGraw Hill, Tokyo

## Reference Books

### Foundation Course - II

- *A decade of economic reforms in India (The past, the present, the future)*-Edited by Raj Kapila and Uma Kapila, Academic Foundation (2002)
- *Impact of the policies of WTO on Indian agriculture* - S. Nehru, Serial Pub. (2012)
- *Privatisation of public enterprises – Emerging dimensions* – Edited by G.S. Batra, NarinderKaur ,Anmol Pub. (1995)
- *Economics of development* – Dwight Perkins, Steven Radelet, David Lindauer, Norton company (2006)
- *Industrial Policy and economic development in India (1947 -2012)* – AnupChatterjeeNew Century Pub. (2012)
- *Globalisation and development of backward areas* – Edited by G. Satyanarayana New Century Pub. (2007)
- *Contemporary issues in globalisation – An introduction to theory and policy in India* SoumyenSikder , Oxford University Press (2002)
- *Environmental Studies* – Dr. Vijay Kumar Tiwari , Himalayan Pub. (2010)
- *Ecology and environment* – Benu Singh, Vista International Pub. (2006)
- *Universal Human Rights : In theory and practice*, Jack Donnelly, (2014)
- *Stress Management* – Dr. N. Tejmani Singh ,Maxford books (2011)
- *Stress blasters* – Brian Chchester, Perry Garfinkel and others , Rodale Press (1997)

### Foundation Course in NSS

- *National Service Scheme Manual (Revised) 2006*, Government of India, Ministry of Youth Affairs and Sports, New Delhi.
- *University of Mumbai National Service Scheme Manual 2009*.
- *Avhan Chancellor's Brigade - NSS Wing, Training camp on Disaster Preparedness Guidelines*, March 2012
- *RashtriyaSevaYojanaSankalpana* - Prof.Dr.SankayChakane, Dr.Pramod\Pabrekar, Diamond Publication, Pune
- *National Service Scheme Manual for NSS District Coordinators*, National Service Scheme Cell, Dept. of Higher and Technical Education, Mantralaya,
- *Annual report of National Service Scheme (NSS)* published by Dept. of Higher and Technical Education, Mantralaya,
- *NSS Cell, Dept. of Higher and Technical Education, Mantralaya, UTKARSHA- Socio and cultural guidelines*
- *Case material as a Training Aid for Field Workers*, Gurmeet Hans.
- *Social service opportunities in hospitals*, Kapil K. Krishnan, TISS
- *New Trends in NSS*, Research papers published by University of Pune
- *ANOOGUNJ Research Journal*, published by NSS Unit C. K. Thakur college
- *Training Manual for Field Work* published by RGNIYD, Chreeperumbudur
- *Prof.Ghatole R.N. Rural Social Science and Community Development*.
- *PurushottamSheth, Dr.Shailaja Mane, National Service Scheme*
- *Joint programme of National Service Scheme, University of Mumbai & DISHA - DEEPSHIKHA Projects, Nair Hospital, 2011-12*
- *National Service Scheme in India: A Case study of Karnataka*, M. B. Dishad, Trust Publications, 2001
- <http://www.thebetterindia.com/140/national-service-scheme-nss/>
- <http://en.wikipedia.org/wiki/national-service-scheme> 19=<http://nss.nic.in/admininstruct>
- <http://nss.nic.in/propexpan>
- <http://nss.nic.in>
- <http://socialworknss.org/about.html>



## Reference Books

### Foundation Course in NCC

- *Cadet's Hand book – Common subject..all wings*, BY DG NCC, New Delhi.
- *Cadet's Hand book – Specialised Subjects, Army, Navy, Air-force*, BY DG NCC, New Delhi.
- *NCC OTA Precise*, BY DG NCC, New Delhi.
- *"AVAN" Model of Disaster Mang.*, Vinayak Dalvie, *Proceedings of Int. Conf. on Urban Plan. and Env Strat & Challenges*, Elphinstone College, Jan 2007.
- *Humanistic Tradition of India*, N.L. Gupta, Mohit Publication, New Delhi
- *Social psychology*, Baron & Byrne, Pearson Publication, 12th Edition *self awareness know yourself / insight (110) Group & Individuals (374) Group discussion*
- *Chanakya's 7 Secrets of Leadership*, Radhakrishnan Pillai and D. Shivnandhan, Jaico
- *Social Psychology: Understanding Human Interaction*, Baron, Robert A., (302/BAR/BYR), 7th Edition
- *Seven Habits of Highly Effective People.*, Covey, Stephen
- *The Habit of Winning.*, Iyer, Prakash, Penguin, India; 2011
- *The Goal*, Goldratt, Eliyahu, The Northriver press; 1994
- *Freedom Struggle*, Chandra Bipin, National Book Trust 1972
- *Freedom of Religion and The Indian Judiciary*, Bachal V.M., Shubhada Saraswat, (362P)
- *India 1996- A Reference Annual Govt. of India*
- *Saha Soneri Pane*, Vinayak D. Savarkar
- *Environmental Biology and Toxicology*, P.D. Sharma., Rastogi Publication
- *Environmental Science*, S.C. Santra, New Central Book Agency
- *National Cadet Corps (India)*, Lambert M. Surhone, Mariam T. Tennoe, Susan F. Henssonow, Betascript Publishing, 2011
- *National Cadet Corps, Youth in Action (Google eBook)*, National Cadet Corps (India), Lancer Publishers, 2003
- *Youth in Step: History of the National Cadet Corps*, V. Longer, Lancer international, 1983 Original from the University of Michigan
- *National Cadet Corps of India*, Man Mohan Sharma, Vision Books, 1980 Original from the University of Michigan
- *The National Cadet Corps Act, 1948, as Modify Up to the 1st July 1963*, India, Government of India Press, 1963 (Military Law)
- *Cadet Corps in India: Its Evolution and Impact*, Satis Chandra Maikap, Darbari Udyog, 1979 Original from the University of California
- *National Cadet Corps: 100 Years of Distinction*, National Cadet Corps (Singapore), NCC
- *The NCC, Singapore*, National Cadet Corps Council, National Cadet Corps Council
- *Grooming Tomorrow's Leaders: National Cadet Corps, 1917-2006*, R.S. Chhettri, Lancer Publishers, 2006
- *National Civil Defence Cadet Corps*, Lambert M. Surhone, Mariam T. Tennoe, Susan F. Henssonow, Betascript Publishing, 2011
- *Discovery of India*, Jawaharlal Nehru
- *Health and Hygiene*, Manoj. J.S., Agra University Publication
- *Yoga for Healing*, Venkateswaran P.S., Bombay:- Jaico Publishing House 1989
- *Yoga Illustrated*, New Delhi, Ministry of Information and Broadcasting, 1995
- *Yoga Practice*, 1972, Shivnande Swami, Mumbai:- D.B. Taraporewala 1972
- *Yoga of Patanjali*-1979, Yardi M.R., Bhandarkar Oriental Research Institute- 1974
- *Sustainable Development (An Alternative Paradigm)*, Satpathy, N., Karnavati Publications, Ahmedabad
- *Global Partners for Sustainable Development*, Pachauri R.K & Srivastava L., Tata Energy Research Institute, New Delhi; 1994, 1998
- *Ecology and the Politics of survival : Conflict over Natural Resources in India*, Shiva, Vandana, Sage Publications, California, 1991

## Reference Books

### Foundation Course in Physical Education

- LippianCott Williams and Wilkins 2006.
- American College of Sports Medicine, ACSM's, *Guidelines for Exercise Testing and Prescription*. (2013) Ninth Edition, LippianCott Williams and Wilkins.
- American College of Sports Medicine, ACSM's *Resource Manual for Guidelines for Exercise Testing and Prescription*. (2006) 5th Ed., LippianCott Williams and Wilkins, 2006.
- Beashel, P., & Taylor, J. (1996). *Advance Studies in Physical Education and Sports*. U.K.: Thomas Nelson and Sons Ltd.
- Bucher, C.A. (1995). *Foundation of Physical Education* (12th Ed.) USA : St. Louis,
- C.V. Mosloy.
- Colfter, G.R., Hamilton, K.E., Magill R.A., & Hamilton B.J. (1986). *Contemporary Physical Education*. USA :Wim C. Brown Publisher.
- Daryl S. (1994). *Introduction to physical education, fitness and sports* (2nd ed.). London: Mayfield publishing company.
- Dheer, S.D.(1991). *Introduction to Health Education*. New Delhi : Friends Publication.
- Dr.A.K.Uppal&Dr. G. P. Gautam (2004). *Physical education and Health*. Delhi: Friends publisher.
- Dr.Gharote M. L; *Teaching Methods for Yogic Practices*. – 2nd Ed., KaivalyadhamSamiti, Lonavala-2001.
- Dr.Gharote M. L; *Guideline for Yogic Practices – 2nd Ed., The Lonavala Yoga Institute (India), Lonavala- 2007*
- Greenberg, Dintiman, Oakes. (2004). *Physical Fitness & wellness*.(3rd ed.) IL:Human kinetics.
- Halfield, F.C. (2001). *Fitness : The Complete Guide*. USA : International Sports Science Association.
- Jackson, A.L., Morrow, J.R. (2004). *Physical activity for health & fitness*. IL:Human kinetics.
- Kamlesh, M.L. (2002). *Foundation of Physical Education*. New Delhi : Metropolitan Book & Co. Ptd. Ltd.
- Kansal, D.K. (2012). *A Text book of Applied Measurement Evaluation and Sports Selection* (3rd Ed.). New Delhi : DVS Publication.
- Lock Hurt and others – *Anatomy of the human body*, Feber&Feber Oxford University, 1975
- Muller, J. P.(2000). *Health, Exercise and Fitness*. Delhi : Sports.
- Murgesh N. – *Anatomy, Physiology and Health Education*, Sathya, Chinnalapatti, 1990.
- NASPE. (2005). *Physical Education for lifelong fitness. The physical Best teacher's guide*. IL:Human Kinetics
- Nieman, D.C.(1986). *Fitness and Sports Medicine : Health Related Approach* London: Mayfield Publishing Co.
- Nimbalkar. Sadashiv, *Yoga for Health and Peace*.- 6th Ed., Yoga VidyaNiketan, Mumbai., 2004.
- Pate R.R. &Hohn R.C. (1994). *Health Fitness Through Physical Education*. USA : Human Kinetics.
- Pandey ,&Gangopadhyay.(1995). *Health Education for school children*. New Delhi : Friends Publication.
- Safrit, M. (1990). *Introduction to Measurement in Physical Education and Exercise Science*. St. Louis,Toronto,Bastan : Times Mirror/Mosby College Publishing.
- Sharma, O.P. (1998). *History of Physical Education*. Delhi: Khel SahityaKendra.Werner. W.K., Hoeger. (2007). *Fitness and Wellness*. (8th ed.). Wadsworth, Cengage Learning.

### Business Environment

- Morrison J, *The International Business Environment*, Palgrave
- Francis Cherunilam, *Business Environment-Himalaya Publishing House, New Delhi*
- K. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House, New Delhi
- MISHRA AND PURI, *Indian Economy*, Himalaya Publishing House, New Delhi
- *Business Environment* Raj Aggarwal Excel Books, Delhi
- *Strategic Planning for Corporate* Ramaswamy V McMillan, New Delhi
- *Business and society* - Lokanathan and Lakshmi Rajan, Emerald Publishers.
- *Economic Environment of Business* - M. Adhikary, Sultan Chand & Sons.

## Reference Books

### Principles of Management

- *Principles of Management* , Ramasamy , Himalya Publication , Mumbai
- *Principles of Management* , Tripathi Reddy , Tata Mc Grew Hill
- *Management Text & Cases* , VSP Rao , Excel Books, Delhi
- *Management Concepts and OB* , P S Rao & N V Shah , AjabPustakalaya
- *Essentials of Management* , Koontz H & W , Mc. Grew Hill , New York
- *Principles of Management-Text and Cases –Dr..M.SakthivelMurugan* , New Age Publications



**Revised Syllabus of Courses of Bachelor of Management Studies (BMS)  
Programme at Semester I and II  
with effect from the Academic Year 2016-2017**

**Scheme of Evaluation**

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks. The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

**A) Internal Assessment: 25 %**

**Question Paper Pattern**

**(Internal Assessment- Courses without Practical Courses)**

Sr. No.	Particular	Marks
1	<b>One class test (20 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions (½ Mark each)	05 Marks
	Answer in One or Two Lines (Concept based Questions) (01 Mark each)	05 Marks
	Answer in Brief (Attempt Any Two of the Three) (05 Marks each)	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**Question Paper Pattern**

**(Internal Assessment- Courses with Practical Courses)**

Sr. No.	Particular	Marks
1	<b>Semester End Practical Examination (20 Marks)</b>	
	Journal	05 Marks
	Viva	05 Marks
	Laboratory Work	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks

**B) Semester End Examination: 75 %**

- i) Duration: The examination shall be of 2 ½ Hours duration
- ii) Theory question paper pattern
  - There shall be five questions each of 15 marks.
  - All questions shall be compulsory with internal choice within the questions.
  - Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

**(Detail question paper pattern has been given separately)**

**Passing Standard**

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Internal Assessment and Semester End Examination. The learners shall obtain minimum of 40% marks (i.e. 10 out of 25) in the Internal Assessment and 40% marks in Semester End Examination (i.e. 30 Out of 75) separately, to pass the course and minimum of Grade E to pass a particular semester A learner will be said to have passed the course if the learner passes the Internal Assessment and Semester End Examination together.

## **Question Paper Pattern (Practical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Practical Question <b>OR</b>	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question <b>OR</b>	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question <b>OR</b>	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	A) Theory questions B) Theory questions <b>OR</b>	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Practical question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory question may be asked.**

## **Question Paper Pattern (Theoretical Courses)**

Maximum Marks: 75

Questions to be set: 05

Duration: 2 ½ Hrs.

All Questions are Compulsory Carrying 15 Marks each.

Question No	Particular	Marks
Q-1	Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15 Marks
Q-2	Full Length Question <b>OR</b>	15 Marks
Q-2	Full Length Question	15 Marks
Q-3	Full Length Question <b>OR</b>	15 Marks
Q-3	Full Length Question	15 Marks
Q-4	Full Length Question <b>OR</b>	15 Marks
Q-4	Full Length Question	15 Marks
Q-5	A) Theory questions B) Theory questions <b>OR</b>	08 Marks 07 Marks
Q-5	Short Notes To be asked 05 To be answered 03	15 Marks

**Note:**

**Theory question of 15 marks may be divided into two sub questions of 7/8 and 10/5 Marks.**