

Programme : Bachelors in Management				Semester - III			
Course : Human Resource Management				Code: NMUBMS312			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
30	Nil	Nil	2	25 Marks	75 Marks	Nil	Nil
Internal Component (Theory Break up)							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives							
<ol style="list-style-type: none"> 1. To impart thorough theoretical understanding about Human Resource Management, its allied concepts and its application in practice. 2. To familiarize the learner about the human resource practices in different organizations. 3. To prepare the learner to better his/her adaptability in organizations. 							
Learning Outcomes							
<ol style="list-style-type: none"> 1. The learner will be able understand and describe the fundamental and allied concepts of Human resource management. 2. The learner will be able to professionally and independently apply his/her knowledge in preparing for human resource decisions in organizations. 							
<u>Pedagogy</u>							
PPTs, Case studies, Group discussions, Classroom Activity, Videos, Role plays & Simulations, Research paper analysis, News articles, Guest lectures, Peer to peer learning etc.							

SYBMS – SEMESTER 3 SYLLABUS

Sr.No	Module Content	Pedagogy used	Number of lectures	Reference Book
I	<p><u>Introduction to Human Resource Management:</u></p> <p>a) <u>Concept-</u> Meaning, Definition, Evolution of Human Resource Management, Nature, Scope, Contemporary Challenges in HRM, Recent trends in HRM, HRIS, Role of technology and analytics in HRM</p> <p>b) <u>Human Resource planning-</u> Meaning, Definition, Factors affecting HRP, Difference between HRP and HRM.</p>	PPTs, Group discussions, Activity, Videos, Case studies Analysis, Guest lectures	7	<p>1. Aswathapa, Human Resource management, Text & cases, Tata McGraw-Hill Education</p> <p>2. Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of management, Tata McGraw-Hill, New Delhi.</p> <p>3. Beardwell & Thompson, Human</p>
II	<p><u>Placement & Development</u></p> <p>a) Concepts: Job Analysis, Job description, Job specification, Job Design, Job evaluation</p> <p>b) <u>Recruitment & Selection:</u> internal and external sources, Selection process, Tests in selection, Orientation: Concept and process.</p> <p>c) <u>Management development:</u> Meaning, significance and Methods.</p>		8	
III	<p><u>Performance & Compensation management:</u></p> <p>a) <u>Performance Management System:</u> concept, uses of performance appraisal, performance management methods, factors that distort appraisal; Career planning: career life stages & career anchors</p> <p>b) <u>Compensation Management:</u> Components of pay structure & recent trends in compensation</p>		8	

IV	<u>Industrial Relations & Dispute settlement</u> a) <u>Industrial Relations</u> : Introduction to Industrial Relations; Trade unions, role of trade union; <u>Industrial disputes</u> -causes and machinery for settlement of disputes; b) <u>Employee Grievances</u> -causes and grievance redressal procedure		7	resource Management: A contemporary approach, Pearson
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Program : Bachelor of Management Studies				Semester : III			
Course : Accounting for Managerial Decisions				Code : NMUBMS306			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	Nil	Nil	04	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (30 Mins)			Assignment			Class Participation	
10 Marks			15 marks			--	
Learning Objectives							
<ol style="list-style-type: none"> 1. To acquaint management learners with basic accounting fundamentals. 2. To develop financial analysis skills among learners. 3. The course aims at explaining the core concepts of business finance and its importance in managing a business. 							
Learning Outcomes							
<ol style="list-style-type: none"> 1. The learner acquires basic business financial and accounting knowledge 2. The learner also acquires basic financial analytical skills which is required for financial decision making in any business. 							
Pedagogy							
<ul style="list-style-type: none"> • Class lectures, case studies 							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
1	Analysis and Interpretation of Financial statements: (Non – IND AS) <ul style="list-style-type: none"> • Vertical Form of Balance Sheet and Profit & Loss 	Class lectures, case studies	20	1. Srivastava R M, <i>Essentials of Business Finance</i> ,

	<p>A/c-Simple, Trend Analysis, Comparative Statement & Common Size.</p> <ul style="list-style-type: none"> • Format of Financial statement as per IND AS • Difference between GAAP and IND AS 			<p>Himalaya Publications</p> <p>2. Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin</p>
2	<p>Ratio analysis and Interpretation:</p> <ul style="list-style-type: none"> • Ratio analysis and Interpretation (based on vertical form of financial statements) including conventional and functional classification: • Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio. • Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio • Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Retention Ratio, Debt Service Ratio, Interest 	Class lectures, case studies	10	<p>3. Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.</p> <p>4. Hingorani NL and ramanthan AR - Management Accounting , New Delhi</p> <p>5. Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi</p> <p>6. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi</p> <p>7. Gupta , SP - Management Accounting , Sahitya Bhawan , Agra .</p>

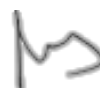
	coverage ratio, Earnings Per share Limitations of the use of Ratios. • Analysis of Annual Reports			
3	Cash flow statement: Preparation of cash flow statement (IND AS - 7) Budgetary Control: Cash Budget Flexible Budget Sales Budget	Class lectures, case studies	15	
4	Working capital: Concept, Estimation of requirements in case of Trading & Manufacturing Organizations. Receivables management- Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring)	Class lectures, case studies	15	

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Programme : BMS				Semester : III			
Course : Business Planning & Entrepreneurship				Code : NMUBMS307			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	Nil	Nil	04	25 Marks	75 Marks	NIL	NIL
Internal Component (Theory Break up)							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives							
<ul style="list-style-type: none"> ▪ Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers. ▪ This course enables individuals to grow into a dynamic entrepreneur to sustain economic growth. ▪ To understand the nature of entrepreneurship & the function of the entrepreneur in the establishment & growth of an enterprise ▪ To motivate the students for innovations & commercial application of the same ▪ To confirm an entrepreneurial business idea through practical projects & fairs ▪ To identify personal attributes that enable best use of entrepreneurial opportunities ▪ explore entrepreneurial leadership and management style. ▪ to understand the systematic process to select and screen a business idea ▪ to design strategies for successful implementation of ideas ▪ to write a business plan 							
Learning Outcomes							
<ul style="list-style-type: none"> ▪ The learner studies the entrepreneurship theories, gets well versed with the Social, Economic & Psychological aspects of entrepreneurship. ▪ The learner understands the various modes like Social entrepreneurship, Self Help Groups, E- business, Franchising etc. ▪ The learner discusses & deliberates the opportunities & risks involved in starting a venture. ▪ The learner examines the causes & consequences of business failures & analyses ways to avoid the same. ▪ The learner comprehends ways to manage funds from various sources & Government bodies ▪ The learner is stimulated with techniques of creative problem solving, developing and entrepreneurial culture & the latest entrepreneurship trends. 							
Pedagogy							
Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<ul style="list-style-type: none"> ▪ Foundations of Entrepreneurship Development: ▪ Concept and Need of Entrepreneurship Development ▪ Definition of Entrepreneur, Entrepreneurship, ▪ Importance and significance of growth of entrepreneurial activities ▪ Characteristics and qualities of entrepreneur ▪ Theories of Entrepreneurship: ▪ Innovation Theory by Schumpeter & Imitating ▪ Theory of High Achievement by McClelland ▪ X-Efficiency Theory by Leibenstein ▪ Theory of Profit by Knight ▪ Theory of Social change by Everett Hagen ▪ External Influences on Entrepreneurship Development: ▪ Socio-Cultural, Political, Economical, Personal. 	Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela	15 hours	<p>The Sage handbook for small business & entrepreneurs- Robert Blackburn</p> <p>Entrepreneurship development & management- Dr Vasant Desai, Dr Kulveen Kaur</p> <p>Entrepreneurship Development- S.Chand</p> <p>Entrepreneurship- Tata Mc Graw Hill- Dr Sabyasachi Sinha, Dr Micheal Peters, Dr Robert Hisrich</p> <p>The Essentials of Entrepreneurship & Small Business Management- Pearson-Norman Scarborough, Jefferey Cornwall</p>

	<ul style="list-style-type: none"> ▪ Role of Entrepreneurial culture in Entrepreneurship Development. ▪ occupational mobility-factors in mobility 			
II	<p>Types & Classification of Entrepreneurs:</p> <ul style="list-style-type: none"> • Intrapreneur – Concept and Development of Intrapreneurship • Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group • Social entrepreneurship– concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO’s. • Entrepreneurial development Program (EDP)– concept, factor influencing EDP. • Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A) • International entrepreneurship opportunities 	<p>Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela</p>	15 hours	<p>The Sage handbook for small business & entrepreneurs- Robert Blackburn</p> <p>Entrepreneurship development & management- Dr Vasant Desai, Dr Kulveen Kaur</p> <p>Entrepreneurship Development- S.Chand</p> <p>Entrepreneurship- Tata Mc Graw Hill- Dr Sabyasachi Sinha, Dr Micheal Peters, Dr Robert Hisrich</p> <p>The Essentials of Entrepreneurship & Small Business Management- Pearson-Norman Scarborough, Jefferey Cornwall</p>

<p>III</p>	<ul style="list-style-type: none"> • Entrepreneur Project Development & Business plan • Innovation, Invention, Creativity, Business Idea, Opportunities through change, Resourcefulness & Frugality concepts • Idea generation– Sources-Development of product /idea, the relationship of innovation and entrepreneurship, Invention v/s innovation, categories of innovation, the creative process, leapfrogging innovation, creation of competitive advantage based on innovation • Environmental scanning and SWOT analysis • Creating Entrepreneurial Venture- Entrepreneurship Development Cycle • Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan. • Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &Management, Ownership, <ul style="list-style-type: none"> • Causes of entrepreneurial failure • Critical Risk Contingencies of the proposal, Types of risks-Risk management plan, 	<p>Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela</p>	<p>15 hours</p>	<p>The Sage handbook for small business & entrepreneurs- Robert Blackburn</p> <p>Entrepreneurship development & management- Dr Vasant Desai, Dr Kulveen Kaur</p> <p>Entrepreneurship Development- S.Chand</p> <p>Entrepreneurship- Tata Mc Graw Hill- Dr Sabyasachi Sinha, Dr Micheal Peters, Dr Robert Hisrich</p> <p>The Essentials of Entrepreneurship & Small Business Management- Pearson-Norman Scarborough, Jefferey Cornwall</p>
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	Scheduling and milestones.			
IV	<ul style="list-style-type: none"> Venture Development: Steps involved in starting of Venture Institutional support to an Entrepreneur: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Fiscal and Tax concessions available. Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance. New trends in entrepreneurship 	Lectures, Class Discussions, Debate, Case Studies, Video Presentations, Role Play, News & Articles reading, Entrepreneurship Mela	15 hours	<p>The Sage handbook for small business & entrepreneurs- Robert Blackburn</p> <p>Entrepreneurship development & management- Dr Vasant Desai, Dr Kulveen Kaur</p> <p>Entrepreneurship Development- S.Chand</p> <p>Entrepreneurship- Tata Mc Graw Hill- Dr Sabyasachi Sinha, Dr Micheal Peters, Dr Robert Hisrich</p> <p>The Essentials of Entrepreneurship & Small Business Management- Pearson-Norman Scarborough, Jefferey Cornwall</p>

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Program : Bachelor of Management Studies				Semester III			
Course : Production and Total Quality Management				Code : NMUBMS311			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	Nil	Nil	4	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration			Assignment			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> To enable the learners to understand the operational activities of business. To make the learners understand the designing aspect of production systems To acquaint learners with the basic management decisions with respect to production and quality management 							
Learning Outcomes							
<ul style="list-style-type: none"> Learners should be able to list operational activities of various businesses. Learners should know different theories of plant layouts, manufacturing systems Learners should know contributions of Quality gurus and their applications in Business. 							
Pedagogy							
<ul style="list-style-type: none"> PPTs, Case studies, Group discussions, Classroom Activity, Videos, Role plays & Simulations, Research papers, News articles etc. 							

Sr.No	Module Content	Pedagogy used	No. of lectures	Reference Books
1	<p>Introduction to Operations Management and its interactions with Marketing, Finance, etc</p> <p>Introduction Production Management</p> <ul style="list-style-type: none"> Objectives, Components– Manufacturing systems: Intermittent and Continuous Production Systems. Product Development, Classification and Product Design. Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. <p>Importance of purchase management.</p>	Lectures, Class Discussions, Debate, Case Studies, Video Presentation s, News & Articles reading	15	<p>1. Production and Operations Management: R. Paneerselvam</p> <p>2. Production (Operations) Management: L.C. Jhamb</p>
2	<p>Materials Management</p> <ul style="list-style-type: none"> Materials Management: Concept, Objectives and importance of materials management Various types of Material Handling Systems. Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. <p>EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ</p>	Lectures, Class Discussions, Debate, Case Studies, Video Presentation s, News & Articles reading	15	<p>3. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill</p> <p>4. Srinivas Gondhalekar and Uday Salunkhe, “Productivity Techniques”, Himalaya Publishing House</p>
3	<p>Basics of Productivity & TQM</p> <ul style="list-style-type: none"> Basics of Productivity & TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy. Quality Dimensions SERVQUAL 	Lectures, Class Discussions, Debate, Case Studies, Video Presentation s, News & Articles reading	15	<p>5. John S. Oakland, “TQM: Text with Cases”, Butterworth-Heinemann</p> <p>6. Gerard Leone and Richard D. Rahn, “Productivity Techniques”, Jaico Book House</p>

	<p>Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone Diagrams</p>			
4	<p>Quality Improvement Strategies & Certifications</p> <ul style="list-style-type: none"> Quality Improvement Strategies & Certifications: Lean Thinking, Design Thinking approach to Problem Solving, Sigma features, Enablers, Goals, DMAIC/DMADV, ISO 9000, ISO 1400, QS9000. International and Indian Quality Awards: Malcolm Baldrige National Quality Award (MBNQA), Deming's Application Prize, Rajiv Gandhi National Quality Award, Golden Peacock National Quality Award, etc 	<p>Lectures, Class Discussions, Debate, Case Studies, Video Presentations, News & Articles reading</p>	15	<p>7. David J. Sumanth, "Total Productivity Management (TPM): A systematic and quantitative approach to compete in quality, price and time", St. Lucie Press 8. K. Ashwathappa and K. Shridhar Bhatt ; Production and Operations management</p>

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Programme : Bachelor of Management Studies				Semester : III			
Course : Strategic Management				Code : NMUBMS309			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
60	NIL	Nil	04	25Marks	75 Marks	NIL	NIL
Internal Component (Theory Break up)							
Class Test Duration 20 Mins			Assignments			Class Participation	
10 Marks			15 Marks			NIL	
Learning Objectives							
<ul style="list-style-type: none"> • To expose participants to various perspectives and concepts in the field of Strategic Management • To help participants develop skills for applying these concepts to the solution of business problems. • To acquaint the learner with business environment & its impact on business decisions. • To equip the learner with tools for analyzing business situations & making strategic choices. • To teach strategic implementation, evaluation & control techniques for strategies, along with understanding the synergistic effects. 							
Learning Outcomes							
<ul style="list-style-type: none"> • The learner is acquainted with business policies & strategies, strategic intent & strategic management process at various levels. • The learner explores the internal & external environments impacting business. • The learner gets an insight into the different levels of strategies and their real life application. • The learner is exposed to the various business analysis tools to make strategic choices and understands the implementation. • The learner now comprehends how to evaluate the implemented strategy and control it. 							
Pedagogy							
Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations, Analyzing Interviews, Brainstorming							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p>INTRODUCTION:</p> <ul style="list-style-type: none"> • Business Policy- Meaning, Nature, Importance • Strategy-Meaning, Definition • Strategic Management- Meaning, Definition, Importance, Strategic management • Four phases in the Strategic Management Process • Concept of SBU, importance of Strategic Business Units <p>Strategic Intent-Meaning & attributes of strategic intent, Meaning of Vision, Meaning of mission, difference between vision & mission, characteristics of good mission statements, objectives ,goals and plans. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).</p>	Lecture Method, Case studies, News Paper reading & Article Discussions, Debating	12	<ol style="list-style-type: none"> 1. Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. 2. P.K. Ghosh : Business Policy , Strategy , Planning and Management 3. Christensen , Andrews Dower: Business Policy- Text and Cases 4. William F. Gkycj : Business Policy – Strategy Formation and Management Action 5. Bongee and Colonan : Concept of Corporate Strategy.
II	<p>STRATEGY FORMULATION:</p> <p>Environment Analysis Scenario planning- Preparing an Environmental Threat and Opportunity Profile (ETOP).</p>	Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations,	11	Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.

	<p>Levels of Strategy - Corporate Level Strategy ,Business Level Strategy,Functional Level Strategy Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus strategy. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment Turnaround, Divestment, Liquidation, Outsourcing Strategies.</p>	<p>Analyzing Interviews</p>		
III	<p>STRATEGY IMPLEMENTATION:</p> <ul style="list-style-type: none"> • Models of Strategy making. • Porter’s Model of Competitive Advantages of Nations • Strategic Analysis & Choices &Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S Frame Work • Implementation: Meaning, Steps and implementation at Project, Process, Structural ,Behavioural ,Functional level. 	<p>Lecture Method, Case studies, News Paper reading & Article Discussions, Debating, Videos & Presentations</p>	12	<p>Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. William F. Gkycj : Business Policy – Strategy Formation and Management Action</p>

IV	<p>STRATEGIC EVALUATION & CONTROL: Strategic Evaluation & Control– Meaning, Steps of Evaluation & Techniques of Control; Gap Analysis for Strategic choice, Use of Balanced Scorecard for strategy evaluation.</p> <p>Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.</p>	Lecture Method, Case studies, News Paper reading & Article Discussions, Debating	10	Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill. William F. Gkycj : Business Policy – Strategy Formation and Management Action
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FINANCE ELECTIVES:

Program: Bachelor of Management Studies				Semester: III			
Course: Corporate Finance				Code: NMUBMS302			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignment			Class Participation	
10 Marks			15 marks			Nil	
Learning Objectives							
<ol style="list-style-type: none"> 1. To develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making 2. To understand the core concepts of corporate finance and its importance in managing a business 3. To provide the understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business 4. To understand the emerging trends in finance. 							
Learning Outcomes							
<ol style="list-style-type: none"> 1. The learner acquires knowledge about the tools and techniques that can be used for taking financial decisions for any business. 2. The learner is able to understand the need of corporate finance for analyzing the various sources of finance for a business. 							
Pedagogy							
<ul style="list-style-type: none"> • Class lectures and discussions, Case studies, Research papers, Excel exercises and Newspaper article discussions 							

Detailed Syllabus Plan				
Module	Proposed Module Content	Pedagogy Used	No. of Lectures	Reference Books
1	<p>Introduction to Corporate Finance:</p> <p>i. Meaning, Principles of Corporate Finance, Significance of Corporate Finance,</p> <p>ii. Stakeholders and impact on corporate objectives</p>	Class lectures, case studies and Research papers	6	<p>1. CFA Level 1- Corporate Finance</p> <p>2. M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Education India Pvt.Ltd., Noida, Uttar Pradesh.</p> <p>3. Principles of Corporate Finance- Brealey, Myers, Allen, Mohanty, Tata - McGraw Hill Education India Pvt.Ltd, Noida, Uttar Pradesh.</p>
2	<p>Capital structure and leverages</p> <p>i. Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares, Cost of Retained Earnings and Calculation of Weighted Cost of Capital.</p> <p>ii. Capitalisation- Over, Balanced and Under Capitalisation , Capital Structure-Theories, EBIT – EPS analysis for capital structure decision.</p> <p>iii. Concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.</p>	Class lectures, case studies, Research papers, Excel exercises.	13	<p>4. CFA- Level 1- Corporate Finance</p> <p>5. Principles of Corporate Finance- Brealey, Myers, Allen, Mohanty, Tata - McGraw Hill Education India Pvt.Ltd, Noida, Uttar Pradesh.</p> <p>6. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance, (2nd ed.). Wiley India Pvt. Ltd</p>

3.	<p>Capital Budgeting</p> <p>i. Introduction to Time Value of Money – compounding and discounting</p> <p>ii. Introduction to basics of Capital Budgeting techniques (time value of money based methods) – Traditional and Modern methods: Accounting Rate of Return, Payback period, Payback profitability, NPV and IRR (Net Present Value and Internal Rate of Return)</p> <p>iii. Risks and uncertainty involved in Capital Budgeting-Sources of risks, Techniques used in risk analysis.</p>	Class lectures, case studies, Research Papers, Excel exercises.	13	<p>7. CFA-Level 1 Corporate Finance</p> <p>8. M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing Co. Ltd., Noida, Uttar Pradesh</p> <p>9. Inter CA book on Financial Management and Economics for Finance</p>
4	<p>Working capital, dividend policy and emerging trends in finance.</p> <p>i. Introduction to Working Capital Management, Factors and Methods of assessing working capital</p> <p>ii. Dividend policy: Definition, Factors, Types, and Approaches to Dividend policy</p> <p>iii. Emerging trends in finance: Sustainable finance, Green finance, Socially Responsible Investing, ESG and Impact Investing.</p>	Class lectures, Case studies, Research Papers and Excel exercises, Newspaper article discussion	13	<p>10. CFA-Level 1 Corporate Finance</p> <p>11. Prasanna Chandra -Financial Management - Tata - McGraw Hill Education India Pvt. Ltd, Noida, Uttar Pradesh.</p> <p>12. Principles of Corporate Finance- Brealey, Myers, Allen, Mohanty, Tata - McGraw Hill Education India Pvt. Ltd, Noida, Uttar Pradesh.</p>

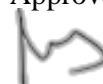
Prepared by:

Medha Mehta

Signature

(Concerned Faculty)

Approved by:



Signature

(Principal)

Program : Bachelor of Management Studies				Semester : III			
Course : Introduction to Cost Accounting – Finance Elective				Code : NMUBMS310			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (30 Mins)			Assignment			Class Participation	
10 Marks			15 marks			--	
Learning Objectives							
<ol style="list-style-type: none"> 4. This course exposes the students to the basic concepts and the tools used in Cost Accounting. 5. To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations. 							
Learning Outcomes							
<ol style="list-style-type: none"> 3. The learner acquires basic understanding of the cost accounting tools that can be used for decision making. 4. The learner also acquires basic understanding of the procedures of cost accounting and the its application skills in Business organizations. 							
Pedagogy							
<ul style="list-style-type: none"> • Class lectures, case studies 							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
1	Introduction: Meaning, Nature and scope- Objective of Cost Accounting-	Class lectures,	10	1. Cost Accounting- Principles and Practice; Arora

	Financial Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting Elements of Costs-Cost classification (concept only) Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing (Practical Problems)	case studies		M.N: Vikas, New Delhi. 2. Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi.
2	Elements of Cost: <u>Material Costing-</u> Stock valuation (FIFO & weighted average method), EOQ Calculation of Stock levels (Practical Problems) <u>Labour Costing –</u> (Bonus and Incentive Plans) (Practical Problems) <u>Overhead Costing</u> (Primary and Secondary Distribution)	Class lectures, case studies	12	3. Principles of Management Accounting; Anthony Robert, Reece, et at: Richard D. Irwin Inc. Illinois.
3	Cost Projection: Cost Sheet (Current and Estimated) (Practical Problems) Reconciliation of financial accounts and cost accounting (Practical Problems)	Class lectures, case studies	12	
4	Service Costing/Operating costing: Meaning, Determination of per unit cost, Pricing of Services, Collection of Costing Data, Simple Practical problems based on costing of hospital, hotel, goods and passenger transport services Emerging Cost Concepts: Uniform Costing and Interfirm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges	Class lectures, case studies	11	4. Cost Accounting - A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar: New Delhi

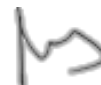
	in implementation of Balanced Scorecard			
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MARKETING ELECTIVES:

Program : Bachelor of Management Studies				Semester : III			
Course : Advertising				Code : NMUBMS303			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks	Nil	Nil
Internal Component							
Class Test Duration (20 Mins)			Assignment			Class Participation	
10 Marks			15 marks			Nil	
Learning Objectives							
<ol style="list-style-type: none"> 5. To understand and examine the growing importance of advertising 6. To understand the construction of an effective advertisement 7. To gain insight into the role of advertising in contemporary scenario 8. To understand the future and career in advertising 							
Learning Outcomes							
<ol style="list-style-type: none"> 1. The learner acquires knowledge about basic advertising concepts and techniques for construction of effective advertisement 2. The learner is able to decide on various aspects of advertising as their career in future. 3. The learner gains insight into the creative aspects of advertising, media and message planning. 4. Develops sensitivity towards legal and ethical considerations in the formulation and implementation of communication strategies in the form of advertising 							
Pedagogy							
<ul style="list-style-type: none"> • Class lectures, group discussions, case studies, role plays, PPT presentations, videos 							

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
1	<p>Introduction to Advertising , Ethics and Regulations</p> <p>Definition & meaning, Features of advertising, Importance of Advertising, Types of advertising</p> <ul style="list-style-type: none"> • Evolution of Advertising; • Theories of Advertising : AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance • Advertising Regulation- Social , Cultural & Economic impact of Advertising; Advertising to Vulnerable sections – Kids, Women, Senior citizens of Society; Self-Regulation (ASCI) & Legal Regulation; Ethics in Advertising Concepts (shock ads, Puffery, Weasel claim, surrogate ad, subliminal advertising) 	Class lectures, group discussions, case studies, role plays, PPT presentations, videos	10	<ol style="list-style-type: none"> 1. Belch, Michael, “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010 2. Mohan, Manendra “Advertising Management Concept and Cases”, Tata Mcgraw Hill 2008 3. Kleppner, Russell J; Thomac, Lane W , “Advertising Procedure”, Prentice Hall 1999 4. Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007

<p>2</p>	<p>Strategic Planning in Advertising & media planning</p> <p>Strategic Planning Process - Use of Research in advertising; Brand Communication Plan; Target Audiences; Ad Objectives-Advertising as a Communication Model; Ad Exposure Model; Setting Advertising Objectives; Account Planning; creative strategy.</p> <p>Message and media strategy- Media planning, Media Terms- Reach, frequency, scheduling; Media Plan & Media Buying; Effectiveness of Media and ROI. Understanding Positioning, Consumers and Branding for better advertising insights.</p> <p>Role of advertising in marketing mix, Role of advertising in PLC.</p>	<p>Class lectures, group discussions, case studies, role plays, PPT presentations, videos</p>	<p>12</p>	<p>5. Sharma, Sangeeta and Singh, Raghuvir “Advertising planning and Implementation”, Prentice Hall of India 2006</p>
<p>3</p>	<p>Creating Effective Advertising :</p> <p>Introduction to creativity; Creative Advertising and the Process; Creative strategy development -Types of Appeals- Rational, Emotional, Informational and Transformational Appeals; Copywriting; Advertising Copy Testing; Advertising Production</p> <p>Different elements of ads – Logo, signature, slogan, tagline, jingle, Illustrations, content ; Creating TV commercials – visual techniques, writing script, developing storyboard,</p>	<p>Class lectures, group discussions, case studies, role plays, PPT presentations, videos</p>	<p>12</p>	

	<p>soundtrack , music; and radio commercials- words, sound, music, scriptwriting, pleasantness, credibility, interest, distinctiveness.</p> <p>Elements of print ads ; Types of ad copy; Essentials of a good print ad copy</p> <p>Advertising agency, Types of ad agencies, Functions of ad agencies, Agency Compensation methods, Agency-Client Relationships</p>			<p>6. Clow ,Kenneth E and Baack, Donald E “Inetegrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014</p>
4	<p>Budget, Evaluation ,current trends and careers in Advertising:</p> <ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget,Factors to be considered for effective advertising budget, Methods of Budgeting • Evaluation of Advertising Effectiveness – Pre-testing and Post Testing Objectives, testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, • Careers in Advertising : Careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, • Current Trends in Advertising : Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising,Global Advertising – scope and 	<p>Class lectures, group discussions, case studies, role plays, PPT presentations, videos</p>	11	<p>7. Duncan,Tom, “Principles of Advertising and</p>

	challenges –current global trends			IMC”,Tata Mcgraw Hill Pub 2006
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Programme : BMS				Semester III			
Course : Consumer Behaviour				Code : NMUBMS304			
Teaching Scheme				Evaluation Scheme			
Lecture	Practical	Tutorial	Credits	Theory		Practical	
				Internal	External	Internal	External
45	Nil	Nil	03	25 Marks	75 Marks		
Internal Component (Theory Break up)							
Class Test Duration			Assignments			Class Participation	
10 Marks			15 Marks			Nil	
Learning Objectives							
<ul style="list-style-type: none"> To equip undergraduates with basic knowledge about the dimensions and issues of consumer behaviour. To understand, analyse and influence the buying behaviour of different types of consumers (Institutional/ individual buyer) To explain major environmental and internal factors determining buying behaviour. To highlight the role of family, social class, groups & culture in influencing buyer behaviour 							
Learning Outcomes							
<ul style="list-style-type: none"> Learners will be able to understand the importance of studying consumer behaviour (Institutional & individual) from marketer's perspective. Learners will develop the skill of understanding and analysing consumer information (needs, perception, personality, attitude, self-concept) and using it to create consumer centric marketing strategies. Knowledge on types of consumer buying behaviour and various factors influencing consumer buying behaviour will facilitate learners / practitioner's to make decisions on information to be shared, use of appeal, selection of endorser and other factors while designing marketing mix. 							
Pedagogy							

Case analysis, skits, advertisement development, role playing, Lectures, literature review (Research papers/ articles, news articles, blogs etc.), brain storming, group assignments etc.

Detailed Syllabus Plan				
Module	Module Content	Module wise Pedagogy Used	Duration of Module	Reference Book
I	<p><u>Introduction To Consumer Behaviour:</u></p> <ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features and Importance • Types of Consumer (Institutional & Retail) • Consumer Involvement • Diversity of consumers and their behaviour- Types of Consumer buying Behaviour • Consumer profiling. Psychoanalytical targeting employed by social media sites. • Application of Consumer Behaviour knowledge in Marketing • Consumer Decision Making Process • Determinants of Buyer Behaviour, • Factors affecting each stage, and Need recognition. 	<p>Lectures, Class Discussions, Debate, Case Studies, Video Presentations, News & Articles reading</p>	<p>11 Lectures</p>	<ul style="list-style-type: none"> • S H H Kazmi & Jamal Akhtar (2013). Consumer Behaviour • Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour – Building Marketing Strategy. (9th ed.). Tata McGraw Hill.
II	<p><u>Individual- Determinants of Consumer Behaviour</u></p> <ul style="list-style-type: none"> • Consumer Needs & Motivation (Theories - Maslow, Mc Cleland). • Personality – Concept, Nature of personality, Freudian, non - Freudian 	<p>Lectures, Class Discussions, Debate, Case Studies, Video Presentations, News & Articles reading</p>	<p>11 Lectures</p>	<ul style="list-style-type: none"> • Kotler, P. & Keller, K. L. (2012).

	<p>and Trait theories, Personality Traits and its Marketing significance, Product personality and brand personification.</p> <ul style="list-style-type: none"> • Self Concept • Consumer Perception • Learning – Theories • Attitude - Concept of attitude, Concept consumer attitude, • Formation & Change. 			<p>Marketing Management (Global Edition) (14th ed.). Pearson</p> <ul style="list-style-type: none"> • Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson. • Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson . • Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.
III	<p><u>Environmental Determinants of Consumer Behaviour</u></p> <ul style="list-style-type: none"> • Family Influences on Buyer Behaviour, • Roles of different members, needs perceived and evaluation rules. • Factors affecting the need of the family, family life cycle stage and size. • Social Class and Influences • Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Types of influence: Informational, Normative & comparative influence • Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process. • Cultural Influences on Consumer Behaviour 	<p>Lectures, Class Discussions, Debate, Case Studies, Video Presentations, News & Articles reading</p>	12 Lectures	

	Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.			
IV	<p><u>Consumer Decision making models and New Trends</u></p> <ul style="list-style-type: none"> • Consumer Decision making models: Howard Sheth Model, Engel Blackwell Miniard Model, McCracken’s Culture transfer Model • Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E-Buying behaviour, The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying 	Lectures, Class Discussions, Debate, Case Studies, Video Presentations, News & Articles reading	11 Lectures	<ul style="list-style-type: none"> • Nair, Suja R- Consumer Behaviour in Indian Perspective • Loudan, David L and Bitta, A.J. Della Consumer Behaviour

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