
VISION

Information to knowledge
and
Knowledge to Wisdom

MISSION

To nurture and foster an innovative academic environment for critical thinking, all-round growth and continuous development of students and staff to make them responsible and sensitized citizens of society.

OBJECTIVES

- *To Provide an atmosphere of learning and encouragement to all students and staff.*
- *To motivate students from even the most humble background forwards achieving excellence in academic and other fields.*
- *To inculcate values for holistic development and character building.*
- *To encourage and imbibe ICT Skills that gives students a competitive edge.*
- *To Prepare students to take their rightful place in society and contribute to national development.*

LEARNING OUTCOMES AND GRADUATE ATTRIBUTES

The college provides suitable infrastructure, learning resources, environment and qualified faculty for the programmes offered. Students are expected to put in appropriate learning inputs and take benefit of all this during their course period.

Thus, on completing the course, every student graduating from this college should reap at least the following benefits of his / her personality development.

- *Becoming a good human being and a mature, responsible and sensitized citizen.*
- *Acquiring a foundation that can grow into any desired field in life.*
- *Possessing sufficient subject-related knowledge and skills for useful application in a job / business / real-life situation in the contemporary world.*

Vidya Prasarak Mandal was founded in the year 1935. Its founding fathers led by late Dr. V.N. Bedekar, a medical practitioner were men imbued with idealism and desire to serve the educational needs of the people of Thane.

Beginning with a primary school, Dr. Bedekar and his team, worked with missionary zeal. Today, the educational institutions established by Vidya Prasarak Mandal in Thane serves the needs of nearly fifteen thousand students. The Educational Institutions include:-

- Dr. Bedekar Vidya Mandir (Marathi Medium)
- Sou. A.K. Joshi English Medium School
- B.N. Bandodkar College of Science
- K.G. Joshi College of Arts
- N.G. Bedekar College of Commerce
- VPM's TMC Law College
- VPM's Polytechnic
- VPM's Polytechnic IT Centre
- Advanced Study Centre
- Dr. V.N. Bedekar Institute of Research & Management Studies
- Maharshi Parshuram College of Engineering

In 2008-2009 Vidya Prasarak Mandal opened its doors to international institutions of repute. An educational collaboration was signed with California University of Technology, USA, (CalUniversity) for conducting professional courses namely, Master of Business Administration and Doctoral Programme in Business Administration. An MoU was signed with the University of Skovde Hogskolevagen, Sweden for conducting Graduate and Post Graduate Courses in Medical Biotechnology, Molecular Biology and Physiology. Another milestone has been the establishment of the VPM's London Academy for Education and Research. This Academy offers courses in Management, Indian Culture and other emerging areas. The foundations of the proposed world class Engineering College (VPM's Maharshi Parshuram College of Engineering) with state-of-the-art facilities has been laid in Velneswar 55 Km. from Chiplun (Mumbai - Goa highway). Work on this project is completed. First batch has Started from June 2012.

K.G. JOSHI & N.G. BEDEKAR COLLEGE:

K.G. Joshi & N.G. Bedekar College of Arts & Commerce was the first institution of higher learning to be established in Thane City in 1969.

Strategically located, the college is at walking distance from Thane Railway Station on the Central Railway line. It is well connected by bus services to every part of the city including Navi Mumbai.

The College received permanent affiliation, in January 1988 with effect from June 1982. The college was reaccredited by **National Assessment and Accreditation Council (NAAC), Banglore and awarded 'A' grade in January 2011.**

The College is also one of the Community Colleges of the University of Mumbai and has got the Best College Award of University of Mumbai.

COURSES OFFERED

The College offers a number of courses. They are as follows:

- Bachelor of Arts with specialization in English, Marathi, Hindi, Sanskrit, Philosophy, Economics, Politics, History, Geography, Psychology (all 6 papers) and Statistics (3 papers)
- Bachelor of Commerce with specialization in Advanced Accounting and Auditing and Business Management.
- Bachelor of Management Studies (BMS)
- Bachelor of Commerce (Accounting and Finance)
- Bachelor of Commerce (Banking and Insurance)
- Bachelor of Commerce (Financial Markets)
- Bachelor in Mass Media (English & Marathi)
- Bachelor of Library and Information Science (BLISc)
- Masters in Commerce in Business Management
- Masters in Commerce in Advance Accountancy
- Masters in Commerce in Banking & Finance
- Masters in Arts by Research and Ph.D in Philosophy. Principal Dr. (Mrs.) Shakuntala A. Singh is the recognized Ph.D research guide in Philosophy.
- Masters in Library and Information Science (MLISc)
- Masters in Mass Communication and Journalism
- Masters in Philosophy by papers
- Masters in Hindi by papers
- Autonomus Courses
 - Post Graduate Diploma in Library Automation & Networking (PGDLAN)
 - Certificate Course in Tourism Business Management (CCTBM) (sign up by VPM, Thane and Thomas Cook India Ltd.)

Add on Certificate Courses recognised by University Grants Commission (UGC)

- Conversational English
- Gandhian Philosophy

Now Courses, Divisions and Subjects Commencing from Academic year 2015-16

- Masters in Business Economics
- Additional Division in Masters in Commerce in Advanced Accountancy.
- Additional Division in Masters in Commerce in Banking and Finance.
- Optional subject of NCC in First Year Bachelor of Arts.

ENVIRONMENT

The College admits students from a variety of backgrounds. The students profile ranges from first generation learners to children of established professionals. The College provides an atmosphere of learning and encouragement to all its students irrespective of their background. The environment in the College is such that even a student from the most humble background is motivated towards achieving excellence.

The College is part of a vast campus aptly called *Jnanadweepa*. It offers all modern facilities such as spacious classrooms and reading hall, rich library, reference and research section, ladies room, gymkhana, conference hall and an amphitheatre called Kattyayan. The campus has a large canteen and a well equipped auditorium called Thorale Bajirao Peshwe Sabhagruha. Our entire college campus is interconnected with Fiber Optic Network having 24 hours access to internet via Leased Line. College has subscribed 10 Lines of MTNL Broadband Service. with Wi-Fi facility is also available on Campus.

A well laid path circumnavigating the campus offers an idyllic walk amidst trees and flowering plants. *Jnanpath* as it is called is a haven in a city starved of open spaces.

Physical Facilities are no doubt important, but it is the encouragement and support given to students at every stage that goes towards developing the personality of the student. Keeping this objective in view, the College offers a host of opportunities and facilities for the students.

FACILITIES FOR STUDENT DEVELOPMENT

- **Library** : The College boasts of excellent library facilities with Home Lending Section, Acquisition Section, Reference and Research Section and Reading Hall. Library has started 'Braille Section' for visually

challenged students. A complete Database of the Library is available on OPAC-Online Public Access Catalogue for the students and teachers. In addition to this, the library provides online access to reputed databases like JSTOR, EBSCO, HOST, CMIE, ERIC, UGC N-List E resources and ART STOR. The Library offers external membership facility.

- **Book Bank Facility :** The College offers University of Mumbai's Book Bank facility to the students belonging to backward class Category. In addition of this facility, College also offers Book Bank Facility to the needy Students Belonging to weaker sections to the society from its own funds.
- **Computer Lab:** The College has a well designed air-conditioned computer laboratories with LCD facilities. Every student has access to a computer with software designed according to the syllabus. Practicals are conducted under the supervision of trained IT and Computer staff.
- **Language Laboratory :** A state-of-the-art language laboratory with seating arrangement for 30 students is available for the students. The laboratory has friendly audio communication facilities for student teacher interaction. The laboratory is used for programmes in functional English and Communication Skills.
- **Gymkhana:** The College has a well-equipped gymkhana, managed by a team of professors and physical instructor. There is a gymnasium free of charge with a trained instructor. Special timings are reserved for girl students.
- **Sports Academy:** A Sports Academy has been set up for students with an inclination towards sports activities. The college encourages individuals and teams who participate in various sports and aim at achieving excellence. Our students have distinguished themselves in National and International sporting events. The College believes that a healthy mind and healthy body go together. Towards realizing this objective, a fitness-training programme has been introduced for the students.
- **Cultural Activities:** The cultural needs of the students are taken care of through various activities such as dramatics, music, dance etc. The college encourages and support festivals organized by students. Our festivals – Navrang, Gandharva and Chrysalis have become very popular among the students.
- **Talent Academy:** A Talent Academy is constituted to unfold the hidden talents of the students. Workshops are conducted in creative arts to nurture and develop talents of the students.

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- **Scholars' Academy:** To encourage academic excellence, a Scholars Academy has been formed. Students are invited to become members of the Academy. The Academy arranges for its students to attend lectures and discussions on various subjects in the college and outside, pursue academic interests and develop ones personality.
 - **Speakers' Academy:** A Speakers Academy trains the students in the art of public speaking. Students trained by the Speakers Academy have won a number of prizes in inter-school and inter-college competitions.
 - **Research Academy:** To inculcate research aptitude among the students a Research Academy has been set up. The Research Academy encourages students to conduct surveys and present their findings.
 - **National Service Scheme (NSS):** The college has a vibrant NSS Unit that encourages the development of the students into responsible citizens of the society. Students under the guidance of Professors are actively involved in a number of programmes that are carefully monitored by the NSS Unit of University of Mumbai.
 - **National Cadet Corps (NCC):** The College has an active Army and Naval wings for both men and women. Aspirants to a career in the defence services will find it rewarding to join the NCC.
 - **Counselling:** The College has an in house counsellor to offer support and guidance to students in need of help. In addition to psychological support, career guidance is provided to help individual student focus on his/her strength and there by plan his/her sucess path.
 - **Students Council:** A students council is formed in accordance with the provisions of the Maharashtra Universities Act 1994. It consists of class representatives and secretaries of different associations. The council acts as a liaison between the students and the Principal. Student representatives are provided a training ground for leadership roles in future.
 - **Civil Defence:** The College has a Civil Defence unit to train the students in life saving techniques. Training is imparted in first aid, fire fighting, self rescue, facing unexploded bomb situations in civil areas and general rescue methods. Students who complete the civil defence course are awarded certificates by the Maharashtra Government.
 - **Women Development Cell (WDC):** The WDC believes in empowerment of girl students. The cell encourages the students into developing into confident individuals.

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- **Placement Cell:** The Placement Cell assists students in career counselling by professionals and securing placements. Our students have secured assignments in TCS, ICICI, Dawnaday AV, Thane Janata Sahakari Bank, etc.
 - **(DLLE) DEPARTMENT OF LIFELONG LEARNING & EXTENSION:** To facilitate the sensitization of the students to the socio-cultural realities, the college has introduced the extension work prospects program offered by the Department of Life Long Learning and Extension of University of Mumbai. These projects are based on promoting the aims and values of human development in community, college and university and encouraging interaction, support and networking among students. The student is awarded Ten Additional Marks at the final examination on completion of 120 hours of work and the submission of a project report based on two different units : 1) Vocational Career oriented projects OR ii) Community oriented projects respectively.
 - **Generation Dialogue:** A forum titled Generation Dialogue has been established to encourage mutual understanding between the youth and senior citizens and bridge the generation gap. Senior citizens are invited to share their wisdom and experiences.
 - **Students' Forum:** To give the students platform to discuss various current issues and develop their analytical and debating skills Students' Forum motivates the students.
 - **Remedial Coaching and Entry in Service Schemes of UGC:** The College offers the Remedial Coaching and Entry in Service Schemes of University Grants Commission (UGC) to the students belonging to SC, ST, OBC (Non-creamy layer) and Minority categories of Grant-in-aid Section.
 - **Business English Certificates (BEC):** The College offers the Business English Certificate courses of Cambridge University (United Kingdom) to the college students. There are three levels of these certificate exams and these are,
Level-1-Preliminary'
Level-2-Vantage and
Level-3- Higher.
 - **Summer Placements :** Students are offered placements during summer vacation in association with Neilsen India (Worlds Largest Research Company)
 - **National Seminars:** The College has been conducting workshops

and seminars at National level. Experts from various fields / subjects are invited as resource persons.

Seminars Conducted:

- 2004 - National Seminar – ‘Water Management Scenario 2025’
 - 2005 - State Seminar – ‘Marathi and Computers’
 - 2006 - National Seminar – ‘Bio-Ethics’
 - 2007 - National Seminar – ‘Indian Philosophy – Its Relevance in the 21st Century’
 - 2008 - National Seminar – ‘Post Independence Indian Literature’
 - 2009 - International Seminar – ‘Mind, Brain & Consciousness’
 - 2011 - National Seminar – Development of India through Micro Financing
 - 2011 - National Seminar – Post Modernization of Libraries : Challenges and Opportunities.
 - 2013 - International Seminar – Geography of Change: Contemporary issues in development environment and society.
 - 2013 - National Seminar – Jammu Kashmir Affairs:
 - 2014 - International Seminar – Money, Finance and Economic Growth: Emerging Issues.
 - 2014 - National Seminar – Article 370 of Indian Constitution.
 - 2015 - National Seminar – Women’s Quest for Equality in India Promises, Problems and Prospects
 - 2016 - National Conference – Indian Cinema : Past, Present and Future
 - 2017 - (Forthcoming) National Conference – Revisiting Shakespeare Four Hundred Years After
- **Film Society:** A Film Society has been established in the campus. Internationally acclaimed films are screened for the members of staff and students regularly. The Joshi-Bedekar College Film Society is the first college Film Society in Maharashtra to be affiliated to the Federation of Film Societies of India.

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- **Foreign Languages Programme:** Vidya Prasarak Mandal has foreign languages programme in German, French, Japanese & Chinese. Students are invited to take advantage of this unique programme, that will provide them a competitive edge in a global society.
 - **Community College :** Our College has become the Community College of the University of Mumbai. For details please log on to www.vpmthane.org
 - **Anti-Ragging Committee :** The College has formed the Anti-Ragging Committee as per the guidelines of University Grants Commission and the University of Mumbai.

Students involved in offence of Ragging will be strictly punished by the College Administration.

Email : helpline@antiragging.in

Toll free Anti-Ragging helpline : 1800-180-5522

- **Yoga :** The College conducts the training sessions of yoga for the Students and teachers.
- **Rules & Regulations:**

To enable the smooth working of the college, students are expected to observe rules and regulations that are in force.

- 1) Students must wear their Identity Card to enter the college through Gate No.2. Six turnstile machines are placed-three for entry and three for exit. If any student forgets to bring their Identity Card they must enter through Gate No. 1 and register their entry in the Security Cabin. Strict action will be taken against any student misusing their Identity Card and allowing unauthorized entry through Gate No.2.
- 2) Students must wear and display their college identity card whenever in college or when representing the college at any other place. It should be produced whenever demanded by any of the college staff.
- 3) The use of mobile phones in the college premises is strictly prohibited.
- 4) During lecture hours, students should be present in the class. Students should not loiter around college premises.
- 5) Students are expected to observe decorum and decency in clothing and behaviour.
- 6) In case of any problem, students can approach the Vice Principal.
- 7) Students should not collect any fund from other students or from outsiders without the written permission of the Principal.
- 8) Students shall not organize on their own picnics, excursion, trips, etc., without prior, written permission of the Principal.

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- 9) Students should not write on benches/walls and should help in maintaining the learning environment neat and clean.
 - 10) The powers relating to disciplinary action in the college will vest with the Principal and her decision in this respect shall be final.

- **Library Rules**

1. **Rules and Regulations of the library (for students)**

- a. Every individual entering the library should be a BONAFIDE STUDENT of the College and must have a valid IDENTITY SMART CARD. Students should wear and display identity card whenever they are on the campus. If any student is found without wearing identity smart card, he/she will be charged fine of Rs. 100/- (Hundred Rupees). The identity smart card should be produced as and when demanded by any of the library staff.

2. **Duplicate Smart Identity Card**

- a. In case Identity Smart Card is lost, it should be reported to the Librarian immediately. A duplicate Identity card will be issued to the student against a payment of Rs. 300/- on Fridays only, after receiving prescribed application and copy of a police complaint or affidavit on stamp paper in this respect.

3. **Circulation**

- a. Library books are lent to readers for home reading between 8.00 a.m. to 5.00p.m.

Note: For in-house reading, books from reading hall as well as home lending section and 'Reference and Research Section' are provided during all working hours.

4. **Library Fine**

- a. Books are issued for a period of one week from the Home Lending section. Books reserved for in-house reading are not allowed to be taken out. A book must be returned on or before the due date shown on the book. In case a student fails to return a book within the time limit, a fine of Re. 1 per day per book will be charged for first 15 days and Rs. 2/- per day per book after 15 days onwards. During Examination days the fine would be Rs. 10/- per day per book. A student may get a book reissued, if it is not in demand.

5. **Mutilation of Books**

- a. It is strictly forbidden to mark library books with pencil or ink or mutilate

them in any way. The reader to whom the book was /is issued last will be held responsible for loss of pages or any other damage unless he/she has brought it to the notice of the library staff before borrowing. Any student held responsible for damage of reading materials will be liable to fine equivalent to the damage caused.

6. Reading Hall

- a. Reading hall copies of the books should be used in reading hall only. A student taking books outside the reading hall without the permission of the librarian will have to pay a fine of Rs. 10.- per day per book.
- b. Reserving of seats is not permitted in the reading hall of the library under any circumstance.
- c. **Complete Silence** must be observed in and around the library. Disregard of this rule will invite punishment leading to suspension of members.
- d. Please note that Reading Hall is meant for reading purpose and self study only. Students should not discuss anything in the Reading Hall.

7. Discipline

- a. The smooth working of the library is possible only if students adhere to the rules and regulations of the library. The Librarian reserves the right to refer cases of breach of discipline to the Principal.

Note : Although no specific rules and regulations are formulated for the staff, all the members are advised to observe general rules and decorum.

● Dress Code

A formal dress code is prescribed for students of self-financing courses. It is mandatory for students to follow the prescribed dress code on two days of the week namely Tuesday and Friday and whenever specified. The formal dress will comprise of the following:

Girl Students

- Navy blue blazer with trouser. The blazer must be waist length
- White self-printed shirt
- Formal foot wear
- Neatly brushed / tied hair

Boy Students

- Navy blue blazer with trouser
- White self-printed shirt
- Navy blue tie
- Formal foot wear
- Well set trimmed hair

NOTE: skirt / tight fit trousers / slippers / floaters will not be permitted.

- **Attendance:**

The attendance of the students is regulated by ordinance 119 of Mumbai University.

1. The ordinance states that, "For granting of terms, attendance of 75% of theory, practical and tutorials (wherever prescribed) separately will be required, and of the total number of lectures, practicals and tutorials conducted in the term."
2. Students who fail to maintain the condition of minimum attendance on account of bonafide illness, or any other reason which is deemed right by the Principal, should apply in writing to the Principal for leave of absence, prior or within 2 days from the date of commencement of such leave, failing which they will be treated as defaulters.
3. All applications for leave of absence along with medical certificate, if any are to be submitted to the Coordinator.

**Ordinance and regulations framed by the
University of Mumbai.
Bachelor of Management Studies (BMS)**

Objectives of the course

- a) To create for the students of University of Mumbai an additional avenue of self employment and also to benefit Industry by providing them with suitable trained persons.
- b) To prepare students to explore opportunities being newly created in the management profession.
- c) To provide adequate basic understanding about management education among the students.
- d) To give an adequate exposure to operational environment in the field of management.
- e) To inculcate training in the use of modern technology for the benefit of all parties concerned.

Eligibility

- 0.3941 - A candidate for being eligible for admission to the B.M.S. Degree Course shall have passed XIIth Std. Examination of the Maharashtra Board of Higher Secondary Education or its equivalent examination or Diploma in any Engineering branches with two years or three years or four years duration after S.S.C., conducted by the Board of Technical Education, Maharashtra State or its equivalent examination by Securing minimum 45% marks for general Category (in one attempt) at the respective Exam. and minimum 40% marks for the reserved category (in one attempt)
- 0.3942 - Every candidate admitted to the Degree course in the constituent/ Affiliated College / Recognised institution conducting the course, shall have to register himself/herself with the university.

Duration

- 0.3943 - The course shall be a full time course. The duration of the course shall be six semesters, spread over three years.
- R.4160 - A batch shall consist of not more than 60 students.
- R.4161 - The course shall consist of 40 modules comprising of 36 theory papers and 1 project.

Rules of Admission

- 1) Right of admission is reserved by the University.
- 2) Each student shall present himself / herself, before the Principal or the person authorized to act on behalf of the Principal, with an application in prescribed form duly filled and signed by himself / herself and his /her parent or guardian.
- 3) No admission shall be regarded as duly granted unless it is granted by the authority of the Principal and the necessary fees have been received by the college.
- 4) All admissions are valid only for one academic year and are required to be renewed by application in the prescribed form for every subsequent year of study in the college.
- 5) Once the student is admitted to the college, he/she shall be liable to pay full fees for the whole term.
- 6) A student once admitted will be considered duly enrolled for the academic year unless he/she informs the Principal in writing of his/her intention to leave the college, at least one week before commencement of the semester. If no such intimation is received, full fees for the semester will have to be paid.
- 7) While taking admission to the first year class of the Degree college, a student must submit the following documents duly completed.
 - i) Admission form.
 - ii) Eligibility certificate (Application form will be supplied by the office)

OR

Eligibility certificate from the University of Mumbai in case of a student passing examination from other than the Maharashtra State Board of Secondary Education.

- iii) Original Marks sheet of H.S.C. or equivalent examination, along with 3 xerox copies of the same.
 - iv) Transfer certificate issued by the H.S.C. board (in the case of students coming from other colleges)
 - v) Prescribed fees in full and in cash. (Cheques will not be accepted)
- 8) All admissions are provisional until all the necessary certificates, such as the final eligibility certificate, transference certificate, etc are submitted to the college.

Fee Structure BMS (Revised)

Fees Details		Bachelor of Management studies (BMS)		
	F.Y. BMS	S.Y. BMS	T.Y. BMS	
Tuition fees	10,000	10,000	10,000	
Enrolment fee only for FY	220	0	0	
Library Fee	300	300	300	
Gymkhana fees per year	200	200	200	
Other Fees/Extra Curricular Activity	250	250	250	
Library Deposits refundable	250	0	0	
Laboratory Deposit	400	0	0	
Caution Money	150	0	0	
College Exam Fee/statement of marks	1370	1370	1370	
Computer Practical	1000	0	0	
Laboratory Fees	1000	0	0	
Industrial Visit	500	500	500	
Project Fee	0	0	500	
Adm. Processing	200	200	200	
Utility Fee	250	250	250	
Magazine Fee	100	100	100	
Identity & Library Card Fee	50	50	50	
Group Insurance	20	20	20	
Student Welfare Fund	50	50	50	
Development Fund	500	500	500	
V.C. Fund	20	20	20	
Uni Sports & Cultural Activity	30	30	30	
University E Suvidha	50	50	50	
E Charges	20	20	20	
Disaster Relief Fund	10	10	10	
Total	16940	13920	14420	

SC/ST category degree students are required to make a nominal payment of Rs.1770/- for F.Y., S.Y. & T.Y. at the time of taking admission. They must fill government freeship / scholarship form on notification by the college failing which they are liable to pay full fees.

Note : The fee structure is subject to change as per the guidelines issued by the University of Mumbai from time to time.

REFUND OF FEES

O. 2859 : Refund of Tuition, Development and all other fees after cancellation of admission :

The candidates who have taken admission in under graduate courses in Govt. colleges, in Govt. aided and unaided courses conducted affiliated colleges and recognized Institutions may request for refund of fees after applying in writing for cancellation of their admission to the course. The refund of fees as applicable shall be made on or before 30th day after the date of cancellation and thereafter. The percentage of fee for the course shall be refunded to the candidate after deducting charges as follows :

Table - 1: Fee Deduction on cancellation of admission

	Period and Percentage of deduction charges					
	(i)	(ii)	(iii)	(iv)	(v)	(vi)
	Prior to commencement of academic term and instruction of the course	Upto 20 day after the commencement of academic term of the course	From 21 st day upto 50 days after commencement of academic term of the course	From 51 st day upto 80 days commencement of academic term and course of August 31 st whichever is earlier.	From September 1 st to 30 th September	After September 30 th
Deduction Charges	Rs. 500/- Lump sum	20% of the total amount of fees	30% of the total amount of fees	50% of the total amount of fees	60% of the total amount of fees	100% of the total amount of fees

NOTE : The total amount considered for the refund of fees from the commencement of academic term of the courses includes the following:-

- (i) All the fees items chargeable for one year are as per relevant University circulars for different Faculties (excluding the courses for which the total amount is fixed by other competent authorities.)
- (ii) The Fee charged towards group insurance and all fee components to be paid as University share (including Vice-Chancellor fund,

University fee for sports and cultural activities, E-charge, disaster management fund, exam. fee and Enrollment fee) are non-refundable if payment is made by the college prior to the date of cancellation.

- (iii) Fee collected for Identity card and Library card, admission form and prospectus, enrollment and any other course specific fee **are not refundable** after the commencement of the academic term.
- (iv) All refundable deposit (Laboratory, Caution Money and Library etc.) **shall be fully returned** at the time of cancellation.)

Scholarships / Freeships

A number of scholarships and freeships are available for needy and deserving students. Students who wish to apply for SC/ST Scholarship are required to keep the following documents ready.

1. Income certificate 2015-16
2. Caste Certificate
3. Caste Validity Certificate for ST
4. Ration Card
5. Photocopy of Previous Marksheet

Rules and regulations governing scholarships and freeships are available in the office.

- N.B. :**
- a) If there is a gap in the students academic career a gap certificate must be enclosed along with the scholarship form.
 - b) August 30th 2016 is the last date for accepting scholarship & freeship forms.
 - c) Students who do not fill scholarship / freeship forms must pay full fees prescribed for the course.

STRUCTURE OF SYLLABUS OF BMS COURSE SEM I TO VI

S.No. FY BMS Sem 1

- 1.1 Foundation of Human Skills
- 1.2 Introduction to Financial Accounts
- 1.3 Principles of Management
- 1.4 Business Law
- 1.5 Business Statistics
- 1.6. Business Communication
- 1.7 Introduction to Computers

FY BMS Sem 2

- 2.1 Business Environment
- 2.2 Industrial Law
- 2.3 Computer Applications in Business
- 2.4 Managerial Economics – 1
- 2.5 Business Mathematics
- 2.6 Introduction to Cost Accounting
- 2.7 Environmental Management

SY BMS Sem 3

Compulsory Courses

- 1 Mananagerial Economics - II
- 2 Principles of Marketing
- 3 Accounting for Managerial Decisions
- 4 Organization Behaviour & HRM

Any One Elective group to be selected by the learner

Finance Group-Electives

- 1 Basics of Financial Services
- 2 Corporate Finance

Marketing Group-Electives

- 1 Consumer Behaviour
- 2 Strategic Management

Human Resource Group-Electives

- 1 Recruitment & Selection
- 2 Motivation and Leadership

SY BMS Sem 4

Compulsory Courses

- 1 Business Planning & Entrepreneurial Mgmt
- 2 Business Research Method
- 3 Direct Taxes
- 4 Production & Total Quality Management

Any One Elective group to be selected by the learner

Finance Group-Electives

- 1 Advanced Costing & Auditing
- 2 Equity & Debt Market

Marketing Group-Electives

- 1 Integrated Marketing Communication & Advertising
- 2 Rural Marketing

Human Resource Group-Electives

- 1 Training and Development in HRM
- 2 Change Management

TY BMS Sem 5

Course Title

Compulsory Courses

1. Logistics & Supply Chain Management
2. Ethics & Governance
3. Project work

Finance Group - Electives

(Any One Elective group to be selected by the learner)

1. Investment Analysis & Portfolio Management
2. Commodity & Derivatives Market
3. Wealth Management
4. Strategic Financial Management

Marketing Group- Electives

1. Services Marketing
2. E-Commerce & Digital Marketing

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3. Sales & Distribution Management
 4. Customer Relationship Management

Human Resource Group- Electives

1. Finance for HR Professionals & Compensation Management
2. Strategic Human Resource Management & HR Policies
3. Performance Management & Career Planning
4. Industrial Relations

TY BMS Sem 6

Course Title

Compulsory Courses

1. Operation Research
 2. Indian Ethos in Mgmt.
 3. Corporate Communication & Public Relations
- Any One Elective group to be selected by the learner

Finance Group- Electives

1. Risk management
2. International Finance
3. Innovative Financial Services
4. Project Management

Marketing Group- Electives

1. Brand Management
2. Retail Management
3. International Marketing
4. Media Planning & Management

Human Resource Group - Electives

1. HRM in Global Perspective
2. Organizational Development
3. HRM in Service Sector Management
4. Human Resource Planning & Information System

I. STANDARD OF PASSING AND PERFORMANCE GRADING :

STANDARD OF PASSING

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 & 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 in each project wherever applicable to pass a particular semester. A learner will be said to have passed the course if the learner passes the Internal Assessment & Semester End Examination together.

PERFORMANCE GRADING

The PERFORMANCE GRADING of the learner shall be on the SEVEN point Grading system as under:

Grade	Marks	Grade Point
O	70 & above	7
A	60 to 69.99	6
B	55 to 59.99	5
C	50 to 54.99	4
D	45 to 49.99	3
E	40 to 44.99	2
F (Fail)	39.99 & below	1

The performance grading shall 'be based on the aggregate performance of internal assessment and Semester End Examination.

II. CARRY FORWARD OF THE MARKS IN CASE IF THE LEARNER FAILS IN ONE OR MORE COURSES:

1. A learner who PASSES in the Internal Examination but FAILS in the Semester End Examination of the course shall reappear for the Semester End Examination of that course. However his/her marks of the Internal Examinations shall be carried over and he/she shall be entitled for grade obtained by him/her on passing.
2. A learner who PASSES in the Semester End Examination but FAILS in the Internal Assessment of the course shall reappear for the Internal Examination of the course. However his/her marks of the Internal Examinations shall be carried over and he/she shall be entitled grade obtained by him/her on passing.
3. **a) For Courses without practical**

In case of learner who is reappearing for the Internal Examination, (the examination will consist one project of 25 marks which will be divided into 15 marks for the documentation of the project, 5 marks for the presentation and 5 marks for the viva and the interaction.)

b) For Courses with practicals

In case of learner who is reappearing for the Internal Examination for subjects with Practical, the examinations will consist of practical examination of 25 marks which will be divided into 15 marks for the machine work / laboratory work, 5 marks for the Viva Examination and 5 marks for the Journal.

III ALLOWED TO KEEP TERMS (ATKT)

Eligibility for Admission to all the Under Graduate Programs (aided and non-aided) in the Faculties of Arts and Commerce under Credit Based Semester and Grading System

- a. A learner shall be allowed to keep term for Semester II if he/she passes each of semester I failure in the Semester I.
- b. A learner shall be allowed to keep term for Semester III irrespective of number of courses of failure in Semester I

OR

A learner fails in not more than FOUR courses of Semester I and Semester II taken together with not more than TWO courses at each of Semester I & Semester II.

- c. A learner shall be allowed to keep term for Semester IV irrespective of number of courses of failure in Semester III.
- d. Eligibility criteria for a learner, to be admitted in Semester V (Third year) of UG programs (aided and non aided) in Faculties of Arts and Commerce is emended as follows.
 - i) Shall have passed Semester I, II, III and IV in full

OR

- ii) Shall have passed Semester I and II in full and secured ATKT in the Second year by failing in not more than two Courses in each of Semester III and Semester IV

OR

- iii) Shall have Secured ATKT in First Year by failing in not more than Two Courses in each of Semester I and Semester II and have passed Semester III and Semester IV in full.
- e. A learner shall be allowed to keep term for Semester VI irrespective of grades obtained in each course of Semester V. The result of Semester VI shall be kept in abeyance until the learner passes each of Semester I, Semester II, Semester III, Semester IV, and Semester V in full

ADDITIONAL SEMESTER END EXAMINATION

ELIGIBILITY TO APPEAR FOR ADDITIONAL SEMESTER END EXAMINATION:

A learner who does not appear i.e. remains absent in some or all the courses on medical grounds or for representing the college / university in sports, cultural activities, activities of NSS, NCC or sports training camps conducted by recognized bodies / competent authorities or for any reason which is considered valid under exceptional circumstances and to the satisfaction of the Principal or the Head of the Institute is eligible to appear for the additional examination.

A learner who does not appear for both the Internal Assessment and Semester End Examination shall not be eligible to appear for the additional Semester End Examination.

The additional Semester End Examination shall be of two and half hours duration and of 75 marks per course. The learner shall appear for the course of the Semester End Examination for which he/she was absent or has failed. Learners who are punished under O.5050 are not eligible to appear for this additional examination.

MODE OF SEMESTER END ADDITIONAL EXAMINATION:

- a) There will be one additional examination for semester I, II, III and IV for those who have failed or remained absent.
- b) The absent learner will be allowed to appear for the examination by the head of the institution after following the necessary formalities subject to the reasons to the satisfaction of the head of the institution.
- c) Additional Examination for Semester I / II and Semester III / IV will be held after conduct of respective semester and examination.

MODE OF ATKT EXAMINATION:

- a) There will be two ATKT examination for Sem. I, II, III & IV during the academic year for those who have failed earlier. One examination will be in the first term & second examination in the second term.

PROJECT EVALUATION (IF APPLICABLE)

- a) A learner who PASSES IN ALL THE COURSES BUT DOES NOT secure minimum grade of E in project as applicable has to resubmit a fresh project for evaluation till he. she secures a minimum of grade E. His/her marks in the theory papers that the learner has passed will be carried forward and he/she shall be entitled for grade obtained by him/her on passing.

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- b) The evaluation of project and viva-voce examination shall be by awarding grade in the seven point scale as given in the grade point table.
- c. A learner shall have to obtain minimum of Grade “E” (or its equivalent marks) in project evaluation and viva voce taken together.

SYLLABUS FOR BMS SEMESTER I

1. UBMSFSI. 1: Foundation of Human Skills

Unit 1. Understanding of human nature

a) Individual Behaviour

- Concept of a man, individual differences, factors affecting individual differences.
- Influence of environment.

b) Personality and attitude

- Determinants of personality.
- Personality traits theory.
- Big five model.
- Personality traits important for organizational behavior 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.

c) Thinking, learning and perceptions

- Thinking skills
- 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).

Unit 2. D) Introduction to Group Behaviour

- **Group Dynamics** : Nature, types, group behaviour model. (roles, norms, status, process, structures)
- **Team effectiveness** : nature, types of terms, ways of forming an effective team.
- Setting goals.

E) Organizational processes and system.

- **Power and politics** : nature, bases of power, politics nature, types, causes of organizational politics, political games.
- **Organizational conflicts and resolution** : Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.

Unit 3. F) Organizational Culture

- Characteristics of organizational culture.
- Types, functions and barriers of organizational culture.
- Ways of creating and maintaining effective organization culture.

G) Motivation at workplace.

- Concept of motivation
- Theories of motivation in an organisational set up.
 - a) A. Maslow need heirachy
 - b) F. Hertzberg dual factor
 - c) MC. Gregor theory X and theory Y.
- Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.

Unit 4. H) Organisational Change and creativity

- Concepts of organisational change.
- Factors leading / influencing organisational change.
- Kurt Lewins model of organisational change and development.
- Creativity and qualities of a creative person.
- Ways of enhancing creativity for effective decision making.
- Creative prolem solving.

I) Organisational Development and work stress

- Need for organisational development.
- OD Techniques.
- Stress, types of stress.
- Causes and consequences of job stress
- Ways for coping up with job stress

2. UBMSFSL. 2 : Introduction to Financial Accounts

Unit 1. Meaning and Scope of Accounting :

Need and development, definition : Book-Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting,

Accounting principles : Introductions to Concepts and conventions.

Introduction to Accounting Standards :

(Meaning and Scope)

- **AS 1** : Disclosure to Accounting Policies.
- **AS 6** : Depreciation Accounting.
- **AS 9** : Revenue Recognition.
- **AS 10** : Accounting For Fixed Assets.

International Financial Reporting Standard (IFRS) :

- **AS 1** : Disclosure to Accounting Policies.
- Introduction to IFRS
- **IAS-1** : Presentation of Financial Statements (Introductory Knowledge)
- **IAS-2** : Inventories (Introductory Knowledge)
Accounting In Computerized Environment (Introduction, Features and application in various areas of Accounting)

Unit 2.

- **Accounting Transactions** : Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal & ledger : Rules regarding posting : Trial balance : Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns & cash book - Triple Column), Bank Reconciliation Statement.

-
- **Expenditure :**
 - Classification of Expenditure - Capital, revenue and Deferred Revenue expenditure
 - Distinction between capital expenditure and revenue expenses
 - **Unusual expenses :** Effects of error : Criteria test.
 - **Receipts :** Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.
 - **Profit or Loss :** Revenue profit or loss, capital profit or loss

Unit 3.

Depreciation accounting : Practical problem based on depreciation using SLM and RBM methods. (Where Provision for depreciation Account not maintained).

Preparation of Trial Balance :

Introduction and Preparation of Trial Balance

Unit 4.

Final Accounts of a Sole Proprietor

- Introduction to Final Accounts of a Sole Proprietor
- Rectification of errors.
- Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet.
- Preparation and presentation of Final Accounts in horizontal format
- Introduction to Schedule 6 of Companies Act, 1956

3. UBMSFSI 3 : Principles of Management

Unit I. Nature of Management

- Management : Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid.
- Evolution of Management thoughts, Contribution of F.W. Taylor, Henri Fayol and Contingency Approach.

Unit II. Planning and Decision making

- Planning : Meaning, Importance, Elements, Process, Limitations and MBO.
- Decision Making : Meaning, Importance, Process, Techniques of Decision Making

Unit III. Organising

- Organising : Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations.
- Departmentation : Meaning, Basic and Significance
- Span of Control : Meaning, Graicunas Theory, Factors affecting span of control
- Centralization vs Decentralization
- Delegation : Authority & Responsibility relationship

Unit IV. Directing , Leadership, Co-ordination and controlling :

- Directing : Meaning and Process
- Leadership : Meaning, Styles and Qualities of Good Leader
Co-Ordination as an Essence of Management
Controlling : Meaning, Process and Techniques
Recent Trends : Green Management & CSR

Allied Courses

4. UBMSFSI 4 : Business Law

Unit 1. A) Contract Act, 1872

- Essential elements of Contract: Agreement and Contract - Capacity to Contract, free consent, consideration, lawful objects/consideration, Breach of contract. Remedies for breach of contract.

B) Sale of Goods Act, 1930

- Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract - Conditions and warranties - Implied Condition and warranties, Rights of an unpaid seller.

Unit 2. C) Negotiable Instrument Act, 1981

- Introduction of Negotiable Instruments - Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonor of Cheque.

D) Consumer Protection Act, 1986

- Objects of Consumer Protection - Introduction of consumers who is consumer\ Meaning of the words "Goods and services"- Meaning of the words "Defects and Deficiencies of goods and services" "Consumer disputes and Complaints.

Unit 3. E) Company Law

- What is company? - Incorporation fo company - MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.

Unit 4. F) Intellectual Property Rights (IPR)

- IPR definition / objectives
Patent definition. What is patentable? What is not patentable?
Invention And its Attributes, Inventors and Applications
Trademarks, definition, types of trademarks, infringement and passing off.
Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions.
Geographical indications (only short notes)

5. UBMSFSI 5 : Business Statistics

Unit I. Introduction to Statistics

- Functions / Scope
- Importance
- Limitations
- **Data :**
 - Relevance of Data (Current Scenario)
 - Type of data (Primary & Secondary)
 - Primary (Census vs Samples, Method of Collection (In Brief)
 - Secondary (Merits, Limitations, Sources) (In Brief)
- **Presentation of Data :**
 - Classification - Frequency Distribution - Discrete & Continuous
 - Tabulation
 - Graph (Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)
- **Measures of Central Tendency :**
 - Mean (A. M. Weighted, Combined)
 - Median (Calculation and graphical using Ogives)
 - Mode (Calculation and Graphical using Histogram)
 - Comparative analysis of all measures of Central Tendency

Unit II. Measures of Dispersion :

- Range with C. R. (Co-Efficient of Range)
- Quartiles & Quartite deviation with CQ (Co-Efficient of Quartile)
- Mean Deviation from mean with CMD (Co-Efficient of Mean Deviation)
- Standard deviation with CV (Co-Efficient of Variance)
- Skewness & Kurtosis (Only concept)

Co - Relation :

- Karl Pearson
- Rank Co-Relation

Linear Regression :

- Least Square Method

Unit III. Time Series :

- Least Square Method
- Moving Average Method
- Determination of Season

Index Number :

- Simple (unweighted) Aggregate Method
- Weighted Aggregate Method
- Simple Average of Price Relatives
- Weighted Aggregate of Price Relatives
- Chain Base Index Numbers
- Base Shifting, Splicing and Deflating
- Cost of Living Index Number

Unit IV. Probability :

- Concept of Sample space
- Concept of Event
- Definition of Probability
- Addition & Multiplication laws of Probability
- Conditional Probability
- Bayes' Theorem (Concept only)
- Expectation & Variance

-
- Concept of Probability Distribution (Only Concept)
 - **Decision Theory :**
 - Acts
 - State of Nature Events
 - Pay offs
 - Opportunity loss
 - Decision Making under Certainty
 - Decision Making under Uncertainty
 - Non-Probability : Maximax, Maximin, Minimax, Regret, Laplace & Hurwicz)
 - Probabilistics (Decision Making under risk)
 - EMV
 - EOL
 - EVPI
 - Decision Tree

6. UBMSFSI 6 : Business Communication

Unit 1. Fundamentals of communications

- Concept - meaning, definition, process.
- Importance of corporate communication.
- Modern methods of communication-web context, blogs writing, video and conferencing.
- Formal channels of communication along with objectives - vertical, horizontal and consensus.
- Barriers to communication - physical/environmental, language/semantic, socio-psychological, organizational, cross-cultural and overcoming the barriers with case studies.

Unit 2. Written communication

- Need and essentials of business correspondence, 7C's of communication and e-mail etiquettes.
- Parts and layouts of business letters.
- Methods of written communication :
- a) Letters and E-mails - Statement of Purpose (SOP), Job application with CV, sales letter credit sales inquiry letters,

collection letters, Complaint, Letter, Order Letter, Coconsumer Grievance Letter, RTI Letter.

- Drafting of notice, agenda and resolutions.
- Report writing - individual and committee reports to be tested on feasibility and investigative reports.

Unit 3. Oral communication

- Types of oral communication - meetings, group discussions, interviews, presentations.
- Understanding the audience.
- Use of paralanguage - voice, volume, tone, pitch, speed, pause, accent and stress.

Unit 4. Non-verbal communication and business etiquettes

- Non-verbal communication - body language - postures, gestures, facial expression, eye contact, space and proxemics, dress and grooming and silence, Sign and Symbols.

Visual and power point presentation - colours, charts, graphs and maps, Images.

Business etiquettes - phone etiquettes, handshake etiquettes, cubical etiquettes, Office Etiquette, Business Meal Etiquette, Business Card Etiquettes.

Listening skills - meaning and process of listening, barriers to listening, enhancing effective listening skills.

7. UBMSFSI 7 : Introduction to Computers

Unit 1. Computer Fundamentals

A. Introduction

1. Characteristics of Computers
2. Evolutions of Computers
3. Types of Computers
 - Mini Computers
 - Micro Computers
 - Mainframe Computers
 - Super Computers

B. Computer Organization

1. Input Unit

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2. Output Unit
 3. Storage Unit (Primary and Secondary)
 4. Processing Unit

C. Input and Output Devices

1. Input Devices

Keyboard Devices
Point and Draw Devices
Data Scanning Devices
Digitizer
Electronic-Card Reader
Speech Recognition Devices
Vision-Input System

2. Output Devices

Monitors
Printers
Plotters
Screen Image Projectors
Voice Response Systems

D. Software Concepts

1. Introduction

2. Types of Software

System Software

Operating Systems : Overview : Definition, Functions, Types - Single user, Multiuser.

Study of different OS : DOS , Windows NT, Windows 9X, Windows 2000, UNIX, LINUX

Supporting Utilities : Back up, Anti-virus, Firewall, Spyware, Screen savers.

Application Software : Types Single user, Multiple user, Passport license, Campus Licence Pirated Software. Commercial SW-Stand Alone, Software Suites, Freeware, Public Domain SW, Open Source, Word Processing SW, Spreadsheets, Presentation SW, Database Management SW, PIM.

Unit 2. Data Communication and Networks

A. Networking Basics

1. Overview : Definition, Advantages.
2. Types : Common Types - LANs, WANs, Hybrid Networks - CANs, MANs, HANs, Intranets and Extranets.
3. Networks Structures - Server-Based, Client/Server, Peer to Peer.
4. Topologies - Star, Bus, Ring.
5. Network Media - Wired-Twisted pair, Co-axial, Fibre Optic and Wireless-Radio and infrared.
6. Network Hardware : NIC's, Hubs, Bridges, Switches, Routers.
7. Cables : Ethernet, Fast Ethernet, Gigabit Ethernet.
8. Network Protocols : TCP/IP, IPX/SPX, NETbios/NetBUI.
9. Digital Data connections : Broadband Connections, DSL Technologies, Cable Modern Connections, ATM

B. Internet

1. Overview : Definition, Types of connections, Sharing internet connection, Hot Spots.
2. Internet Services - Email News, FTP, IRC, IM, Online Services, Peer to Peer Services, Blogs, Communities, Social Networking websites.
3. WWW : IP addresses, Domain names, URLs. Hyperlinks, HTML, Web Browsers.
4. Searching the Web : Directories, Search Engines - Boolean Search, Advanced Search, Meta Search Engines.
5. Cyber Crime, Cyber Law, Hacking, Sniffing, Spoofing, Social engineering.

Unit 3. Office packages

A. Word Processor

1. Word Processor
2. features of word processor
3. creating & editing word documents
4. Formatting documents
5. working with tables
6. using tools, working with menus.
7. creating flowchart, creating templates,
8. working with Mail - Merge, Creating Macro.

B. Presentations with power point :

1. Creating presentation, working with slides, Different type of slides,
2. setting page layout, selecting, background & applying design,
3. adding Graphics to slide, adding sound & Movie,
4. working with table, creating chart & Graph,
5. playing a slide show, slide transition, advancing slides,
6. setting time, rehearsing timing.
7. animating slide, animating objects,
8. running the show from windows.

C. Using Excel

1. Use of Excel sheet, saving, opening & printing workbook,
2. Apply formats in cell & text,
3. Divide worksheet into pages, setting page layout,
4. protecting your work, password protection
1. Creating and Using templates
2. Creating and Linking Multiple Spreadsheets.
3. Add Headers/Footers to a workbook.
4. Create Formulas that use references to cells in different worksheets.
5. Creating and Using named ranges.

Unit 4 Advanced Excel & Multimedia**A. Functions in Excel**

1. Financial functions : FV, PV, PMT, PPMT, NPER, RATE, NPV, IRR
2. Database functions : VLOOKUP, HLOOKUP
3. Conditional Logic functions IF, COUNTIF, SUMIF

B. Data Analysis using Excel

1. Using Scenarios, creating and managing a scenario
2. Using Goal Seek.
3. Using Solver
4. Pivot Tables - Building Pivot Tables. Pivot Table regions, Rearranging Pivot Table.
5. Creating simple macros.

C. Multimedia

1. What is Multimedia?
2. Multimedia computer systems
3. Multimedia components
4. Multimedia applications

SYLLABUS FOR BMS SEMESTER II

2.1. BUSINESS ENVIRONMENT

1. Constituents of Business Environment: Political ideology – Economic Policy – Legal System – Level of Technology – Competition – Social & Cultural Factors.
2. Evolution of Business Environment in India: Pre British Period – British Period – From Independence to Indira Gandhi Era – Rajiv Gandhi & Chandra Shekhar Period; Post 1990 – Liberalization & Globalization of Indian Economy.
3. International Business Environment & India
Change in Political Systems – International Treaties and Impact on Indian Economy – Challenges for Indian Economy
4. Indian Response to the Evolving Business Environment
Government Policies since the year 2000 – Global Capital Flows, Banking & Capital Markets – Investment Opportunities for Indian Industry – Response of Indian industrialists

2.2 INDUSTRIAL LAW

1. Laws related to Industrial Relation and Industrial Disputes
 - i) Industrial Disputes Act, 1947
(Definitions, authorities award and settlement, strikes, lockouts, layoffs, retrenchment and closure)
 - ii) The Trade Unions Act, 1926
2. Laws related to Health, Safety and Welfare
 - i) The factories Act, 1948
(Provisions related to approval, licensing, registration, inspecting, staff health safety and welfare)
3. Social Legislations
 - i) Employees' State Insurance Act, 1948 (Committees councils and various benefits)
 - ii) Employees' Provident fund and

-
- iii) Miscellaneous Provision Act, 1948 (schemes, administration and determination of dues)

4. Laws related to Compensation Management

The payment of Wages Act, 1948 (Objectives, Definitions, authorized deductions)

- i) The Minimum wages Act, 1948
- ii) The Payment of Gratuity Act, 1972

2.3 COMPUTER APPLICATIONS IN BUSINESS

1. Advanced Spreadsheets.

A) Multiple spreadsheets

- i) Creating and Using templates
- ii) Creating and Linking Multiple Spreadsheets
- iii) Add Headers/Footers to a Workbook
- iv) Create Formulas that use references to cells in different worksheets.
- v) Creating and using named ranges

B) Functions

- i) Financial functions: FV, PV, PMT, PPMT, IPMT, NPER, RATE, NPV, IRR
- ii) Database Functions VLOOKUP, HLOOKUP
- iii) Conditional Logic functions IF, COUNTIF, SUMIF

C) Data Analysis

- i) Using Scenarios, creating and managing a scenario
- ii) Using Goal Seek
- iii) Using Solver
- iv) Pivot Tables – Building Pivot Tables, Pivot Table regions. Rearranging Pivot Table
- v) Creating simple macros.

2. Web Designing Using HTML

- i) Evolution of HTML
- ii) Concept of Hyper Text, Tags
- iii) Structure of an HTML File
- iv) Basic Tags - <head>, <title>, <body>, <h1>, to <h6>, <p>,

-
- v) Formatting text – Logical and Physical tags
 - vi) Style Sheets
 - vii) Creating Lists and Tables
 - viii) Adding graphics with and without text, alignment
 - ix) Creating links – internal and external, mail links
 - x) Creating Frames
 - xi) Creating Forms
 - xii) Understanding How softwares like Front Page, Dream Weaver Create HTML files
 - xiii) Uploading HTML Pages using SW like Cute FTP, WS FTP

3. E-Commerce

- i) Definition Diff. Between E-commerce and E-business
- ii) E-commerce infrastructure, Packet switching, TCP/IP, IP addresses, Domain Names.
URL.5.HTTP, SMTP.POPMAP, SSL, TELNET, FINGER, TRACERT
- iii) Development of web Browsers Hypertext
- iv) Features of E-commerce (Advertising)
- v) Types of E-commerce (B2C, B2B, C2C, P2P)
- vi) Business Models in E-commerce (Revenue, Advertising Subscriptions, Transaction Fee, Sales Revenue, Affiliate Revenue)
- vii) Major B2C models (Portal, Etailer, Content Provider Transaction Broker, Market Creator, Service provider, Community provider.
- viii) E-commerce Security: Integrity, Non Repudiation, Authenticity, Confidentiality, Privacy, Availability.
- ix) Encryption: Definition, Symmetric Key Encryption, DES (Data Encryption Standard, PKI (Public Key Infrastructure) Signatures. Digital signatures, SSL.
- x) Payment Systems: Digital Cash, Online stored value digital accumulating balance payment, Digital credit accounts, digital checking
- xi) How an Online credit card transaction works SET protocol
- xii) Limitation of E-Commerce

4. MIS

- i) Introduction to MIS
- ii) Meaning Basic concepts
- iii) BPS introduction and Understanding the concept.
- iv) ERP - What is ERP? What are its advantages?

2.4 MANAGERIAL ECONOMICS – I

1. Introduction

Meaning and Scope of managerial economics – relationship to economic theory-relationship with decision theory – role of managerial economics – objectives and constraints of the firm – introduction to risk, asymmetric information and game theory.

2. Demand Analysis

Meaning of demand – Market demand function – Demand curve, factors affecting demand – Variation and increase/decrease in demand – Elasticity of demand – Graphical representation of price elasticity of demand Price – Income and cross elasticity of demand.

Estimation of demand – Numerical problems for measurement of elasticity

3. Production and Costs

Meaning of production – Types of production function – importance of production function in managerial decision-making – Application of production function in productive sectors (service and manufacturing) – Economics of scale and scope.

Importance of cost in managerial decision making-Economic concepts of Cost Functional form of short run and long run cost Estimation & alternative methods of estimation of costs - LAC as a decision making tool-Impact of learning curve.

4. Market Structures

Meaning of market structure, need for analyzing market structure, types of markets

A. Perfect competition and Monopoly

Features – Representative firm, and industry–Equilibrium in short and long run-Price and output determination using diagrams–Normal profits, losses and supernormal profits in short run–Long run and normal Profit-Merits and limitations of perfect markets.

B. Oligopoly and Monopolistic Competition

Oligopoly-definition and characteristics-Collusion and cartel-Non-price competition-Price stickiness and kinked demand

Monopolistic competition-definition and characteristics-Equilibrium-Price and output determination.

2.5 BUSINESS MATHEMATICS

Total number of lectures assigned for each unit is 15).

1. Elementary Financial Mathematics

A.P., G.P., and sums of their first n terms. Problems with business applications.

Simple interest, compound interest, interest compounded more than once a year nominal, effective and continuous rates of interest.

Immediate (ordinary) annuity, its present value and future value

Equated Monthly Installments (EMI) using reducing interest system, amortization of loans. Sinking Fund.

Depreciation of assets.

Functions: constant function, linear function, step function, x^n , exponential and logarithmic functions. Business and Economics functions such as demand supply, total revenue, average revenue, total cost, average cost and profit function.

Equilibrium point.

Break even analysis.

Notion of permutations and combinations.

(Problems to be solved with calculator. Use of logarithm tables to be avoided.)

2. Matrices and Determinants

Matrices, Matrix Operations (addition of two matrices, scalar multiple of a matrix, matrix multiplication, transpose of a matrix)

Determinant of a matrix of order 2 and 3, elementary properties of determinant, solving a system of linear equations (up to 3 variables) using Cramer's rule and application to business problems.

Elementary row and column operations on matrices, inverse of a matrix (up to order 3).

Application of matrices to Leontiefs open input-output model.

Linear inequality (upto 2 variables) and their Graphs.

3. Derivatives and their Applications

Derivatives as a measure of rate. Derivatives of functions – constant function, x^n , e^x , a^x , $\log x$.

Rules of derivatives – scalar multiplication, sum, difference, product and quotient. Second order derivatives.

Application of derivatives – marginal cost, marginal revenue, elasticity of demand, maxima and minima for functions in Economics and Business.

4. Functions of two variables and Integration

Functions of two variables with examples from Economics and Commerce such as Cobb-Douglas and other production functions, demand functions involving two commodities. First and second order partial derivatives, marginal functions and their simple application in Economics. Maxima and minima of functions of two variables using second order partial derivative criterion. Constrained maxima and minima (one constraint only) using Lagrange's multiplier.

Simple applications in Economics and "Commerce: Marginal physical productivity of labour and capital, demand analysis of complementary and competitive commodities, partial elasticity, optimization of functions of two variables in Economics and Business.

Integration as the reverse process of derivatives, standard formulae – integration of constant function, x^n , e^x , a^x , $\log x$. Rules for integrals – sum, difference and scalar multiplications. Simple problems (Integration techniques such as finding total cost from marginal cost, total revenue from marginal revenue. Definite integrations, simple problems (No properties) applications such producer's surplus, consumer's surplus, present value and future value of a continuously compounded annuity.

2.6 INTRODUCTION TO COST ACCOUNTING

1. **Introduction & Importance of Cost Accounting:** Cost, costing, Cost accounting; Cost ascertainment; Cost control; Cost classification; Reporting; Distinction between Cost & Financial Accountancy; Advantages of Cost accounting; Objectives of Cost Accounting.

2. A. **Elements of Cost: Material-Labour-Overheads**

B. **Bases of Cost Classification:**

On the basis of:'

Behavior / Variability:

Element of cost including direct & indirect concept

Functions

C. Determination of Total Cost

Cost structure

Cost Sheets

Composition of selling price

3. Reconciliation between Cost and Financial Records

Meaning and Definition – Need for reconciliation- Causes of disagreement – Procedure and preparation of statement of reconciliation

4. Elementary Principles and Techniques of Marginal Costing (Excluding Problems on Managerial Decisions)

A. Elementary Principles of Marginal Costing:

Meaning – Features of Marginal costing Advantages of marginal costing limitations of marginal costing-Concept of profit

B. Techniques of Marginal Costing

Contribution – Profit / volume ratio – Break even point

Margin of safety – Cost volume profit analysis.

2.7 ENVIRONMENTAL MANAGEMENT

1. Environment: Definition and Composition – Lithosphere, Hydrosphere, Atmosphere, Biosphere.

Biogeochemical cycles – Carbon, Nitrogen and Hydrological Cycle. Man and Nature relation and interaction with respect to Food, Clothing, Shelter and Occupation: Concept of Ecology and Ecosystem.

2. Resources and Wealth – Meaning, Types of Resources, Exploitation of Resources, Use of Technology and its impact on Natural Environment: Wealth – Meaning, Distinction between wealth and resources, Optimum Conversion of Resources into wealth: Anthropogenic Waste – its effects, Man-made industrial waste.

3. Environmental Degradation – Meaning, causes: Degradation of Urban Land, Forest and Agricultural Land due to natural causes and human interference: Global Warming: Problems of non-degradable Waste – Electronic Devices, Plastic and Man-made fibres; Environmental Assessment – Environmental Impact Assessment (EIA), Environmental Auditing, Environmental Legislation in India, Carbon Bank.

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4. **Environmental Management:** meaning, development and environmental linkages. Environmental concerns in India. The need for sustainable development Actions for environmental protection : national and international initiatives, emerging environment management strategies, Indian initiatives – Environmental Protection Movements and NGOs in India. Disaster Management-meaning, need and Planning with reference to Flood, Storm, Tsunami, Cyclones and Earthquakes in India.
Disaster Management need and Planning with reference to FI

SYLLABUS FOR BMS SEMESTER III

UBMSFSIII.1: Managerial Economics - II

Unit 1 Introduction to Macro Economics: Macroeconomic Aggregates & Concepts

- a) Circular Flow of Income, National Income and Related Concepts, Calculation of National Income (Numerical), National Income Deflator, Concept of Human development Index (H.D.I.), Concept of Inclusive Growth, Supply of Money, Demand for Money, Concept of Inflation and Stagflation.
- b) Determination of Income and Employment - Keynesian Theory- Consumption Function, MEC, Multiplier, Business Cycles- Phases & Features.

Unit 2 International Economics:

- a) Concept of International Trade, Distinction between Domestic and International Trade.
- b) Classical Theory of International Trade - Absolute, Equal and Comparative Cost Difference, Factor Endowment Theory.
- c) Balance of Payment (B.O.P.) - Structure, Disequilibrium & Types, Measures to correct B.O.P. disequilibrium.

Unit 3 Policy Environment :

- a) Monetary Policy - Objective & Instruments
- b) Fiscal Policy - Objective & Instruments
- c) Economic Stabilization - IS-LM Model (Effect of Monetary and Fiscal Policy on National Income, Rate of Interest)
- d) Trade Policy : Free Trade and Protection.

Unit 4 Global Markets & Institution :

- a) WTO - Agreements and implications, Contentions issues, Dispute settlement mechanisms.
- b) World Bank - structure - purpose & function.
- c) Exchange Rate System (Fixed, Flexible & Managed Exchange Rate Systems). Foreign Exchange Market, feature, functions, participant, Factors affecting exchange rate, Foreign exchange quotation and its different type.

UBMSFS III. 2 : Principles Of Marketing

Unit 1 Introduction to Marketing

- a) 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.
- b) Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges.
- c) Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.

Unit 2 Marketing Environment, Research and Consumer Behaviour :

- a) **The micro environment of business:** Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholder.
- b) **Macro Environment:** Political Factors; Economic Factors; Socio-Cultural Factors, Technological Factors (PEST Analysis)
- c) **Marketing Research:** Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research.
- d) **MIS:** Meaning, features and Importance.
- e) **Consumer Behaviour:** Meaning, feature, importance, factors affecting Consumer Behaviour.

Unit 3 Marketing Mix: Meaning-elements of Marketing Mix

- a) Product - product mix - product line life cycle - product planning - New product development - failure of new product - levels of product.
- b) Branding - Packing and packaging - role and importance
- c) Pricing - objectives - factors influencing pricing policy and Pricing strategy.
- d) Physical distribution - meaning - factor affecting channel selection - types of marketing channels
- e) Promotion - meaning and significance of promotion. Promotion tools (brief)

Unit 4 Segmentation, Targeting and Positioning & Trends in Marketing

- a) Segmentation - meaning, importance, basis
- b) Targeting - meaning, types
- c) Positioning - meaning - strategies
- d) New trends in Marketing - E - marketing, Internet marketing and marketing using Social network.
- e) Social marketing / Relationship marketing.

UBMSFS III. 3 : Accounting For Managerial Decision

Unit 1 Analysis and Interpretation of Financial statements :

1. Study of balance sheet of limited companies schedule VI- (New). Study of Manufacturing, Trading, Profit and Loss A/c of Limited companies - Schedule VI (New)
2. Vertical Form of Balance Sheet and Profit & Loss A/C-Trend Analysis, comparative Statement & Common Size.

Unit 2 Ration analysis and Interpretation (based on vertical form of financial statements) including conventional and functional classification restricted to :

1. **Balance sheet ratios:** Current ration, Liquid Ratio, Stock Working capital ratio, Proprietary ration, Debt Equity Ratio, Capital Gearing Ratio.
2. **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.
3. **Combined rations:** Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Share holder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio.
4. **Different modes of expressing rations:** Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.

Unit 3 Preparation of cash flow statement (Accounting Standard-3 revised)

Unit 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); Monitoring the Debtors Techniques (DSO, Ageing Schedule)

UBMSFS III. 4 : Organization Behaviour & HRM

- Unit 1**
1. Introduction to Organizational Behaviour - Concept, definitions, Evolution of OB
 2. Importance of Organizational Behaviour - Cross Cultural Dynamics, Creating Ethical Organizational Culture & Climate
 3. Individual and Group Behaviour - OB models - Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB
 4. Human Relations and Organizational Behaviour
- Unit 2**
1. Managing Communication: Conflict management techniques.
 2. Time management strategies.
 3. Learning Organization and Organizational Design
 4. Rewards and Punishments - Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing
- Unit 3**
1. HRM - Meaning objectives, scope and functions
 2. HRP - Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM, Global HR Strategies
 3. HRD - Concept, meaning, objectives, HRD functions
- Unit 4**
1. Performance Appraisal: concept, process, methods and problems, KRA's
 2. Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.
 3. Career planning - concept of career Planning, Career stages and career planning.

UBMSFS III. 5 : Basics of Financial Services

- Unit 1** **Financial System:** An overview of Financial System, Financial Markets, Structure of Financial Market (Organised and Unorganised Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System,

Regulatory Framework of Indian Financial System (Overview of SEBI and RBI-Role and Importance as regulators).

Unit 2 Commercial Banks, RBI And Development Banks

Concept of Commercial Banks - Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.

Reserve Bank of India - Organisation & Management, Role And Functions,

Development Banks - Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks.

Unit 3 Insurance:

Cocept, Basic Characteristics of Insurance, Insurance Company Operations, Principles of Insurance, Reinsurance, Purpose And Need of Insurance, Different Kinds of Life Insurance Products, Basic Idea About Fire And Marine Insurance and Bancassurance.

Unit 4 Mutual Funds :

Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance of Mutual Funds, Functioning of Mutual Funds In India.

UBMSFS III. 6 : Corporate Finance

Unit 1 Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds.

Introduction to ownership securities: Ordinary Shares, Reference Shares, Creditorship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.

Unit 2 Capital Structure and Leverage

Introduction to Capital Structure theories, EBIT - EPS analysis for Capital Structure decision.

Cost of Capital - Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of

Weighted Cost of Capital.

Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.

Unit 3 Time Value of Money

Introduction to Time Value of Money - compounding and discounting

Introduction to basics of Capital Budgeting (time value of money based methods) - NPV and IRR (Net Present Value and Internal Rate of Return)

Importance of Risk and Return analysis in Corporate Finance

Unit 4 Mobilisation of Funds

Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors,

RBI and public deposits with NBFC's

Foreign capital and collaborations, Foreign direct Investment (FDI)

Emerging trends in FDI,

Global Depository Receipts, Policy development, Capital flows and Equity Debt.

Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring.

UBMSFS III.7 : Consumer Behaviour

Unit 1 Introduction To Consumer Behaviour:

1. Meaning of Consumer Behaviour, Features and Importance
2. Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour - Types Of Consumer Behaviour
3. Profiling the consumer and understanding their needs
4. Consumer Involvement
5. Application of Consumer Behaviour Knowledge in Marketing
6. Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage and Need recognition.

Unit 2 Individual - Determinants of Consumer Behaviour

1. Consumer Needs & Motivation (Theories - Maslow, Mc Clelland).
2. Personality - Concept, Nature of personality, Freudian, non-

Freudian and Trait theories, Personality Traits and its Marketing significance, Product personality and brand personification.

3. Self Concept - Concept
4. Consumer Perception
5. Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude Formation & Change.
6. Attitude - Concept of attitude

Unit 3 Environmental Determinants of Consumer Behaviour

1. Family Influences on Buyer Behaviour.
2. Roles of different members, needs perceived and evaluation rules, Factors affecting the need of the family, family life cycle stage and size.
3. Social Class and Influences.
4. Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups. Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.
5. Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.

Unit 4 Consumer decision making models and New Trends

1. Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making
2. Diffusion of innovations Process of diffusion and Adoption, Innovation, Decision process, Innovator profiles
3. E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying

UBMSFS III.8 : Strategic Management

- ### **Unit 1**
1. Business Policy-Meaning, Nature, Importance
 2. Strategy - Meaning, Definition
 3. Strategic Management - Meaning, Definition, Importance, Strategic management

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4. Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)
 5. Strategic Intent - Mission, Vision, Goals, Objective, Plans

Unit 2 Strategy Formulation

1. Environment Analysis and Scanning (SWOT)
2. Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)
3. Business Level Strategy (Cost Leadership, Differentiation, Focus)
4. Functional Level Strategy (R & D, HR, Finance, Marketing, Production)

Unit 3 Strategic Implementation

Models of Strategy making.

Strategic Analysis & Choices & Implementation: BCG Matrix, GE 9 Cell, Porter 5 Forces, 7S Frame Work.

Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional level.

Unit 4 Strategic Evaluation & Control - Meaning, Steps of Evaluation & Techniques of Control

Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.

Change Management - Elementary Concept

UBMSFS III.9 : Recruitment & Selection

- ### **Unit 1**
1. Concept of Recruitment - Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment.
 2. Job Analysis - Concept, Specifications, Description, Process And Methods, Uses of Job Analysis
 3. Job Design - Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.
 4. Source or Type of Recruitment - a) Direct/Indirect, b) Internal/ External.
 - Internal - Notification, Promotion - Types, Transfer - Types, Reference

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- External - Campus Recruitment, Advertisement, Job Boards - Website/Portals, Internship, Placement
 - Consultancies - Traditional (In-House, Internal Recruitment, On Campus, Employment and Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters).
5. Technique of Recruitment - Traditional Vs Modern - Recruitment
 6. Evaluation of Recruitment - Outsourcing Programme
- Unit 2**
1. Selection - Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Bank Format).
 2. Screening - Pre and Post Criteria for Selection, Steps of Selection
 3. Interviewing - Types and Guidelines for Interviewer & Interviewee. Types of Selection Tests, Effective Interviewing Techniques.
 4. Selection Hurdles and Ways to Overcome Them
- Unit 3**
1. Induction - Concept, Types-Formal /Informal, Advantages of Induction, How to make Induction Effective
 2. Orientation & On boarding - Programme and Types, Process.
 3. Socialisation - Types - Anticipatory, Encounter, Setting in, Socialisation Tactics
 4. Current trends in Recruitment and Selection Strategies - with respect to Service, Finance, I.T., Law And Media Industry
- Unit 4**
1. Preparing Bio-data and C.V.
 2. Social and Soft Skills - Group Discussion & Personal Interview, Video and Tele Conferencing Skills
 3. Presentation and Negotiation Skills, Aesthetic Skills
 4. Etiquettes - Different Types and Quitting Techniques.
 5. Exit Interview - Meaning, importance.

UBMSFS III.10 : Motivation and Leadership

- Unit 1**
1. Concept of Motivation, Importance, Tools of Motivation.
 2. Theory Z, Equity theory.

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- 3. Process Theories - Vroom's Expectancy Theory, Valency-Four drive model.
- Unit 2**
- 1. East v/s West, motivating workers (in context to Indian workers)
 - 2. The Indian scene - basic differences.
 - 3. Work - Life balance - concept, differences, generation and tips on work life balance.
- Unit 3**
- 1. Leadership - Meaning, Traits and Motives of an Effective Leader, Styles of Leadership.
 - 2. Theories - Trait Theory, Behavioural Theory, Path Goal Theory.
 - 3. Transactional v/s Transformational leaders.
 - 4. Strategic leaders - meaning, qualities.
 - 5. Charismatic Leaders - meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)
- Unit 4**
- 1. Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump)
 - 2. Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein).
 - 3. Contemporary issues in leadership - Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader.

SYLLABUS FOR BMS SEMESTER IV

UBMSFS IV.1 : Business Planning & Entrepreneurial Management

Unit 1 Foundation 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.

Role of Entrepreneurial culture in Entrepreneurship Development.

Unit 2 Types & Classification of Entrepreneurs

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 Programme (EDP) - concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)

Unit 3 Entrepreneur Project Development & Business Plan

- Innovation, Invention, Creativity, Business Idea, Opportunities through change.
- Idea generation - Sources - Development of product / idea,
- Environmental scanning and SWOT analysis

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- 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,
 - Critical Risk Contingencies of the proposal, Scheduling and milestones.

Unit 4 Venture Development

- Steps involved in starting of Venture
 - Institutional support to an Entrepreneur
 - Venture funding, requirements of Capital (Fixed and working)
Sources for finance, problem of Venture set-up and prospects
 - Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.
- New trends in entrepreneurship - E - entrepreneur

UBMSF SIV.2: Business Research Methods

Unit 1 Introduction to business research methods:

1. Meaning and objectives of research
2. Types of research - a) Pre, Basic and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal
3. Concepts in Research: Variables, Qualitative and Quantitative Research
4. Stages in research process.
5. Characteristics of Good Research
6. Hypothesis - Meaning, Nature, Significance, Types of Hypothesis, Sources.
7. Research design - Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types - Descriptive, Exploratory and causal.
8. Sampling - a) meaning of sample and sampling, b) methods of sampling - i) Non Probability Sampling -

Convenient, Judgment, Quota, Snow ball

ii) Probability - Simple Random, Stratified, Cluster, Multi Stage.

Unit 2 Data Collection and Processing:

1. Types of data and sources - Primary and Secondary data sources
2. Methods of collection of primary data
 - a) Observation-
 - i) structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets)
 - b) Experimental
 - i) Field
 - ii) Laboratory
 - c) Interview - i) Personal Interview ii) focused group, iii) in-depth interviews - Method
 - d) Survey - Telephonic survey, Mail, E-mail, Internet survey, Social media and Media listening.
 - e) Survey instrument - i) Questionnaire designing.
 - ii) Types of question - a) structured/close ended and b) unstructured/open ended, c) Dichotomous, d) Multiple Choice Questions.
 - f) Scaling techniques - i) Likert scale, ii) Semantic Differential Scale

Unit 3 Data analysis and Interpretation

- a) Processing of data - i) Editing - field and office editing, ii) coding - meaning and essentials, iii) tabulation - note
- b) Analysis of data - Meaning, Purpose, types.
- c) Interpretation of data - Essentials, importance and Significance of processing data
- d) Multivariate analysis - concept only
- e) Testing of hypothesis - concept and problems - i) chi square test, ii) Z and t-test (for large and small sample)

Unit 4 Advanced techniques in Report Writing

- 1) Report writing- i) Meaning, importance, Functions of reports, essential of a good report, content of report, steps in writing a report, types of reports, Footnotes and Bibliography

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- 2) Ethics and research
 - 3) Objectivity, Confidentiality and anonymity in Research
 - 4) Plagiarism

UBMSFSIV.3: Direct Taxes

Unit 1 Introduction to Income Tax

Income Tax, Legal Framework, Types of Taxes, Canons of Taxation, Important Definitions: Assessment Year, Previous Year, Exceptions to the General Rule of Previous Year, Assessor, Person, Income, Casual Income, Gross Total Income, Agricultural Income.

Residential Status of an Individual - Resident, Not Ordinary Resident, Non-Resident.

Determination of Residential Status, Incidence of Tax, Problems on Scope of Total Income, Exempted Incomes U/S 10 (Restricted to Individual Assessment).

Unit 2 Income From Salary and House Property

Meaning, Basis of Charge, Advance Salary, Arrears of Salary

Definition: Salary Allowances, Fully Taxable Allowance, Partly Taxable Allowance, Fully Exempted Allowances, Perquisites, Tax Free Perquisites, Taxable Perquisites, Perquisites Taxable in all Cases, Perquisites Taxable Under Specified Cases, Profits in Lieu of Salary, Provident Fund, Transferred Balance, Deduction from Salary U/S 16-Problems on Income From Salary (Excluding Retirement Benefits).

Income from House Property, Basis of Charge, Deemed Owners, Exempted Incomes from House Property, Treatment of Composite Rent Annual Value, Determination Annual Value, Treatment of Unrealized Rent, Loss Due to Vacancy, Deductions from Annual Value, Problems on Income From House Property (Excluding Preconstruction Interest).

Unit 3 Profits and Gains from Business and Profession

Meaning & Definitions of Business, Profession, Expenses Expressly Allowed, Allowable Losses, Expenses Expressly Disallowed to Sole Trader only and Problems on Profession Relating to Chartered Accountant, Advocate and Doctor.

Unit 4 Computation of Total Income

Income from Capital Gains & Income from Other Sources (Problems and Theory) and Deduction U/S 80C, 80CC, 80D, 80E, 80U.

Simple Problems on Computation of Total Income of an Individual, Skill Development Techniques, Form No.49A (PAN) and 49B, Filling of Income Tax Returns, List of Enclosures, Preparation of Form 16, Computation of Income Tax and the Slab Rates.

UBMSFSIV.4: Production & Total Quality Management (T.Q.M.)

Unit 1 Production Management

1. Objectives, Components - Manufacturing systems: Intermittent and continuous Production Systems.
2. Product Development, Classification and Product Design.
3. Plan location & Plant layout - Objectives, Principles of good product layout, types of layout.
4. Importance of purchase management.

Unit 2 Material Management

Concept, Objectives and importance of materials management
Various types of Material Handling Systems.

Inventory Management

Importance - Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML.

EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ, Lead Time, Recorder Level, Safety Stock.

Unit 3 Basics of Productivity & TQM

Concepts of Productivity, modes of calculating productivity. Importance of Quality Management, factors affecting quality; TQM - concept and importance, Cost of Quality, Philosophies and Approaches to Quality : Edward Deming, J. Juran, Kaizen, P. Crosby's philosophy.

Product & Service Quality Dimensions, SERVQUAL

Characteristics of Quality, Quality Assurance, Quality Circle: Objectives of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on Productivity.

Unit 4 Quality Improvement Strategies & Certifications:

Lean Thinking, Kepner Tregor Methodology of problem solving, 6 Sigma features, Enablers, Goals, DMAIC/DMADV.

TAGUCHI'S QUALITY ENGINEERING, ISO 9000, ISO 1400, QS 9000. Malcolm Baldrige National Quality Award (MBNQA), Deming's Application Prize.

UBMSFSIV.5: Advanced Costing & Auditing

Unit 1 Process costing and Contract Costing

Contract Costing : learning objectives, features, Sub-Contracting, Cost plus Contract, Profit on Incomplete Contract, Work Certified and Work Uncertified, Typical examples.

Process Costing : Objectives, Process Cost Accounting Procedure, Basic Steps for Solution of Problems in Process Costing, Normal Loss, Abnormal Loss, Abnormal Gain, Typical examples.

Unit 2 Standard Costing

Standard Cost, standard costing, variance analysis material, labour variances.

Material variance : Material Cost Variance, material Price Variance, Material Usage Variance, Material Mix Variance, Material Yield Variance.

Labour Variance : Direct Wages Variance, Direct Rate Variance, Direct Efficiency Variance, Direct Time Variance, Direct Yield Variance.

Unit 3 Audit Concepts - basic, Financial system, users of Financial information, definition of auditing, objectives of Auditing-primary and secondary, expression of opinion, detection fo frauds and errors.

Errors and frauds - definition, reasons and circumstances, types of errors - commission, omission, principle and compensating, Types of frauds, risk of frauds and error in audit.

Internet limitations of Audit, auditors duties and responsabilites in respect to fraud.

Principle of audit : Documentation, planning, audit evidence accounting system and internal control, audit conclusion and reporting.

Audit concept : Materiality, Going Concern, True and fair independence.

Unit 4 Vouching and Verification

Vouching: Audit of income and audit of expenditure

Verification: Audit of asset and audit of liabilities

UBMSFSIV.6: Equity & Debt Market

Unit 1 Introduction to Financial Market

1. Equity market - meaning & definitions of equity share; Growth of Corporate Sector & simultaneous growth of equity shareholder; divorce between ownership and management in companies; development of Equity culture in India & current position.
2. Debt Market - Evolution of Debt Markets in India; Money market & Debt Markets in India; Regulatory framework in the Indian Debt market.

Unit 2 Dynamics of Equity Market

Primary

1. IPO - methods followed (simple numerical)
2. Book building
3. Role of merchant bankers in fixing the price
4. Red herring prospectus - unique features
5. Numerical on sweat equity, ESOP & Rights issue of shares

Secondary

1. Definition & functions of stock exchanges
2. Evolution & growth of stock exchanges
3. Stock exchanges in India
4. NSE, BSE OTCEI & overseas stock exchanges
5. Recent developments in stock exchanges
6. Stock market Indices

Unit 3 Players in debt markets:

1. Govt. securities
2. Public sector bonds & corporate bonds
3. Open market operations
4. Security trading corp. of India
5. Primary dealers in Govt. securities

Bonds:

1. Features of bonds
2. Types of bonds

Unit 4 Valuation of Equity & Bonds

Valuation of Equity:

Balance sheet valuation

Dividend discount model (zero growth, constant growth & multiple growth)

- Price earning model

Valuation of bonds

- Determinants of the value of bonds

- Yield to Maturity

- Interest rate risk

- Determinants of Interest Rate Risk

UBMSFSIV.7: Integrated Marketing Communication & Advertising

Unit 1 Introduction to Integrated Marketing Communication

1. Meaning, Evolution of IMC, Reasons for growth and Features
2. Promotional tools for IMC, IMC Planning Process, Role of IMC in Marketing.
3. Communication process, Traditional & Alternative Response Hierarchy models.
4. Establishing Objectives and Budgeting: Determining Promotional Objectives, Sales v/s communication objectives, DAGMAR, Problems in Setting Objectives, Setting Objectives for the IMC Program

Unit 2 Elements of IMC:

1. Sales promotion-Different types of Sales Promotion, advantages & disadvantages.
2. Public Relation & Publicity-Types of PR-Process, advantages & disadvantages. Types of Publicity
3. Direct Marketing - Features, advantages & disadvantages.
4. Personal Selling - Features, advantages & disadvantages.
5. Advertising - Features, advantages & disadvantages.
6. New Trends in IMC, International Media

Unit 3 Advertising:

1. Types of Advertisements.
2. Communication Model with reference to Advertising
3. AIDA, Hierarchy of effects, Innovation, Adoption
4. Fundamentals of Advertising Campaigns - Brand Positioning through Advertising - Planning Process - The Creative Brief - Creating an Appeal -5. Elements of Print Advertisement - Scriptwriting for Radio and Television - Legal and Ethical aspects of Advertising - Kids Advertising.
5. Advertising Agencies - Function - Types - In House Agencies - Direct Reponse Agencies - Sales Promotion Agencies - PR Firms - Interactive Agencies - Advertising Agency Structure - Client Agency Relationship - Agency Selection - Agency Compensation

Unit 4 Budget & Measuring effectiveness

1. Definition of Ad Budget
2. Definition of Ad Appropriation
3. Methods of Budgeting
4. Measuring Effectiveness of Advertisement, Measuring Effectiveness of the Promotional Programme & Evaluating Social, Ethical and Economic Aspects : Arguments for & Against
5. Advertising Research - What, When, Where & How, Testing Process.
6. Advertising and Promotion Ethics, Advertising and Children, Social and Cultural Consequences - Stereotypes, Economic Effects of Advertising.

UBMSFSIV.8: Rural Marketing

- Unit 1**
1. Introduction to Rural Market, Definition & Scope of Rural Marketing
 2. Rural Market in India - Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).
 3. Emerging Profile of Rural Markets in India.
 4. Problems of rural market.
 5. Constraints in Rural Marketing and Strategies to overcome constraints.

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- Unit 2**
1. **Rural Consumer Vs. Urban Consumers** - a comparison. Characteristics of Rural Consumers.
 2. **Rural Market Environment:**
 - a) Demographics - Population, Occupation Pattern, Literacy Level;
 - b) Economic Factors - Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern,
 - c) Rural Infrastructure - Rural Housing, Electrification, Roads
 3. **Rural Consumer Behaviour** : Meaning, Factors affecting Rural Consumer Behaviour - Social factors, Cultural factors, Technological factors, Lifestyle, Personality.
- Unit 3**
1. Relevance of Marketing mix for Rural market/Consumers.
 2. Product Strategies, Rural Product Categories - FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labeling.
 3. Nature of Competition in Rural Markets, the problem of Fake Brands
 4. Pricing Strategies & objectives
 5. Promotional Strategies. Segmentation, Targeting & Positioning for rural Market, Rural.
- Unit 4**
1. **Distribution Strategies for Rural consumers.**
Channels of Distribution - HAATS, Mandis, Public Distribution System, Co-operative society. Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets. (Case study based)
 2. **Communication Strategy.**
Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences.
Rural Media - Mass media, Non-Conventional Media, Personalized media.

UBMSFSIV.9: Training and Development in HRM

- Unit 1**
1. Overview of training - concept, scope, importance, objectives, features, need and assessment of training.
 2. Process of Training - Steps in Training, identification of Job

Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis), Types - On the Job & Off the Job Method.

3. Assessment of Training Needs, Methods & Process of Needs Assessment.
4. Criteria & designing - Implementation - an effective training program.

- Unit 2**
1. Overview of development - concept, scope, importance & need and features, Human Performance Improvement
 2. Counseling techniques with reference to development employees, society and organization.
 3. Career development - Career development cycle. model for planned self development, succession planning.

- Unit 3**
1. Concept of Management Development.
 2. Process of MDP.
 3. Programs & methods, importance, evaluating a MDP.

- Unit 4**
1. Performance measurements - Appraisals, pitfalls & ethics of appraisal.
 2. Talent management - Introduction, Measuring Talent Management, Integration & future of TM, Global TM & knowledge management - OVERVIEW - Introduction : History, Concepts,
 3. Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management, Knowledge Management: What Is and What Is Not? Three Stages of KM, KM Life Cycle

BMSFSIV.10: Change Management

- Unit 1** Introduction & levels of change. Importance, imperatives of change, forces of change. Causes - social, economic, technological and organizational.

Organizational culture & change.

Types & Models of change - Kurt Lewin's change model, Action research, Expanded Process Model., A.J. Leavitts model.

- Unit 2** Change & its implementation. - individual change : concept, need, importance & risk of not having individual perspective.

Team Change - concept, need, importance & limitation

Change & its impact - Resistance to change & sources - sources of individual resistance, sources of organizational resistance

Unit 3 Overcoming Resistance to change - Manifestations of resistance, Six box model

Minimizing RTC.

OD Interventions to overcome change - meaning and importance, Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress.

Unit 4 Effective implementation of change - change agents and effective change programs.

Systematic approach to change, client & consultant relationship

Classic skills for leaders

Case study on smart change leaders, caselets on Action research.

FACULTY FOR THE YEAR 2015-2016

Co-ordinator

1 Mr. D.M. Murdeshwar B. Sc. (Hons), LLM,DBM, CS (Int.)

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- 16 Ms. Mohini P. Kulkarni M.Sc. (Stats), M.Phil.
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- 20 Ms. Aditi R. Patgaonkar B.Com., M.C.M., M.B.A.(IT)
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(Comm & Mgt.)
- 23 Ms. Neha Malkhare M.Com.,Company Secretary

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25	Deepti Chindarkar	M.Com., PGDM (Finance) (Adv. Accountancy)
26	Manchu Thomas	M.A., (GEO), M.A.(Eng.), B.Ed.

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6.	Ms. Reesha Jihesh	BBS. M.B.A.
7.	Ms. Sneha Kadam	BMM M.A.J.M.C.
8.	Ms. Ishita Pradhan	MCMS
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