



# **TOLANI COLLEGE OF COMMERCE**

*(Autonomous)*

Recognised Linguistic (Sindhi) Minority Institution

(Affiliated to University of Mumbai)

Re-Accredited (3<sup>rd</sup> Cycle) by N.A.A.C. with 'A' Grade

150-151, Sher-E-Punjab Society,

Guru Gobind Singh Road,

Andheri (East) Mumbai-400 093

**Syllabus and Question Paper Pattern of  
Second Year of Bachelor of Management Studies  
Semester III and Semester IV  
Under Choice Based Credit and Grading System  
(Academic Year 2022-2023)**



### Semester III

Serial no	Course Code	Course Name	Credits
<b>Elective Courses (EC)</b>			
<b>Group A: Finance Electives (Any Two Courses)</b>			
1	TCC.UBMSFIII01	Introduction to Cost Accounting	3
2	TCC.UBMSFIII02	Corporate Finance	3
3	TCC.UBMSFIII03	Basics of Financial Services	3
4	TCC.UBMSFIII04	Equity & Debt Market	3
<b>Group B: Marketing Electives (Any Two Courses)</b>			
5	TCC.UBMSMIII01	Consumer Behaviour	3
6	TCC.UBMSMIII02	Advertising	3
7	TCC.UBMSMIII03	Product Innovations Management	3
8	TCC.UBMSMIII04	Social Marketing	3
<b>Group C: Human Resource Electives (Any Two Courses)</b>			
9	TCC.UBMSHIII01	Recruitment & Selection	3
10	TCC.UBMSHIII02	Organisation Behaviour & HRM	3
11	TCC.UBMSHIII03	Motivation and Leadership	3
12	TCC.UBMSHIII04	Employees Relations & Welfare	3
<b>Ability Enhancement Courses (AEC)</b>			
<b>Ability Enhancement Compulsory Courses (AECC)</b>			
13	TCC.UBMSIII03	Information Technology in Business Management - I	3
<b>Skill Enhancement Courses (SEC)</b>			
14	TCC.UBMSIII04	Foundation Course (Environmental Management)- III	2
<b>Core Courses (CC)</b>			
15	TCC.UBMSIII05	Business Planning & Entrepreneurial Management	3
16	TCC.UBMSIII06	Accounting for Managerial Decisions	3
17	TCC.UBMSIII07	Strategic Management	3



## Semester IV

Serial no	Course Code	Course Name	Credits
<b>Elective Courses (EC)</b>			
<b>Group A: Finance Electives (Any Two Courses)</b>			
1	TCC.UBMSFIV01	Financial Institutions & Markets	3
2	TCC.UBMSFIV02	Strategic Cost Management	3
3	TCC.UBMSFIV03	Auditing	3
4	TCC.UBMSFIV04	Corporate Restructuring	3
<b>Group B: Marketing Electives (Any Two Courses)</b>			
5	TCC.UBMSMIV01	Integrated Marketing Communication	3
6	TCC.UBMSMIV02	Rural Marketing	3
7	TCC.UBMSMIV03	Event Marketing	3
8	TCC.UBMSMIV04	Tourism Marketing	3
<b>Group C: Human Resource Electives (Any Two Courses)</b>			
9	TCC.UBMSHIV01	Human Resource Planning & Information System	3
10	TCC.UBMSHIV02	Training & Development in HRM	3
11	TCC.UBMSHIV03	Change Management	3
12	TCC.UBMSHIV04	Conflict & Negotiation	3
<b>Ability Enhancement Courses (AEC)</b>			
<b>Ability Enhancement Compulsory Courses (AECC)</b>			
13	TCC.UBMSIV03	Information Technology in Business Management - II	3
<b>Skill Enhancement Courses (SEC)</b>			
14	TCC.UBMSIV04	Foundation course (Ethics & Governance)-IV	2
<b>Core Courses (CC)</b>			
15	TCC.UBMSIV05	Business Economics-II	3
16	TCC.UBMSIV06	Business Research Methods	3
17	TCC.UBMSIV07	Production & Total Quality Management	3



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Introduction to Cost Accounting**  
**Course Code: TCC.UBMSFIII01**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Introduction to Cost Accounting</b>		<b>Course Code: TCC.UBMSFIII01</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Module No.</b>	<b>Details</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Introduction</b>	<b>15 Lectures</b>
	<ul style="list-style-type: none"> <li>• Meaning, Nature and scope-Objective of Cost Accounting-Financial Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting-Elements of Costs-Cost classification (concept only)- - Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing ( Practical Problems)</li> </ul>	
<b>2</b>	<b>Elements of Cost</b>	<b>15 Lectures</b>
	<ul style="list-style-type: none"> <li>• <b>Material Costing</b>- Stock valuation (FIFO &amp; weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems)</li> <li>• <b>Labour Costing</b> – (Bonus and Incentive Plans) (Practical Problems)</li> <li>• <b>Overhead Costing</b> (Primary and Secondary Distribution)</li> </ul>	



3	<b>Cost Projection</b>	<b>15 Lectures</b>
	<ul style="list-style-type: none"> <li>• Cost Sheet (Current and Estimated) ) ( Practical Problems)</li> <li>• Reconciliation of financial accounts and cost accounting (Practical Problems)</li> </ul>	
4	<b>Emerging Cost Concepts</b>	<b>15 Lectures</b>
	Uniform Costing and Inter firm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard	

#### Reference Books

- Cost Accounting-Principles and Practice; Arora M.N: Vikas, New Delhi.
- Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi.
- Principles of Management Accounting; Anthony Robert, Reece, et at: Richard D. Irwin Inc. Illinois.
- Cost Accounting - A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar: New Delh



## **EVALUATION PATTERN**

### **Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

#### **Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Corporate Finance**  
**Course Code: TCC.UBMSFIII02**





<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Corporate Finance</b>		<b>Course Code: TCC.UBMSFIII02</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Module No.</b>	<b>Details</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Introduction</b>	<b>15 Lectures</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction To Corporate Finance:</b> Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds.</li> <li>• <b>Introduction to ownership securities</b>– Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.</li> </ul>	
<b>2</b>	<b>Capital Structure and Leverage</b>	<b>15 Lectures</b>
	<ul style="list-style-type: none"> <li>• Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision.</li> <li>• Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital.</li> <li>• Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.</li> </ul>	



3	<b>Time Value of Money</b>	<b>15 Lectures</b>
	<p>Introduction to Time Value of Money – compounding and discounting</p> <ul style="list-style-type: none"> <li>• Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)</li> <li>• Importance of Risk and Return analysis in Corporate Finance</li> </ul>	
4	<b>Mobilisation of Funds</b>	<b>15 Lectures</b>
	<p>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 &amp; sources of short term Finance  Bank Overdraft, Cash Credit, Factoring</p>	

**Reference Books**

- Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
- Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for Investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
- Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH
- Weston, Chung, Hoag, Mergers, Restructuring and Corporate Control, Prentice Hall Of India.
- M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill Publishing co. Ltd., New Delhi.
- Prasanna Chandra - Financial Management - Tata - McGraw Hill



## **EVALUATION PATTERN**

### **Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

### **Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Basics of Financial services**  
**Course Code: TCC.UBMSFIII03**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Basics of Financial services</b>		<b>Course Code: TCC.UBMSFIII03</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Financial System:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• An overview of Financial System, Financial Markets, Structure of Financial Market (Organised and Unorganized 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)</li> </ul>		
<b>2</b>	<b>Commercial Banks, RBI And Development Banks</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Reserve Bank of India-Organisation &amp;Management, Role And Functions</li> <li>• Development Banks-Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks.</li> </ul>		
<b>3</b>	<b>Insurance:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Concept, 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 Bank assurance</li> </ul>		



<b>4</b>	<b>Mutual Funds:</b>	<b>15</b>
	<ul style="list-style-type: none"><li>• 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.</li></ul>	

**Reference Books:**

- Khan M.Y., Indian Financial System, Tata McGraw Hill Publishing Company
- Varshney P.N. & Mittal MN, Financial System, Sultan Chand & Co
- Avadhani , Marketing of Financial Services-
- Bhole L. M: Financial Markets and Institutions; Tata McGraw-Hill Publishing Company, New Delhi.
- Chandra Prasanna: Financial Management: Theory and Practice; Tata McGraw Hill, New Delhi.
- Gupta Suraj B: Monetary Economics; S. Chand and Co., New Delhi.



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

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**Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

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<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Equity and Debt Market**  
**Course Code: TCC.UBMSFIII04**





<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Equity and Debt Market</b>		<b>Course Code: TCC.UBMSFIII04</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to financial market:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• <b>Equity market</b> – meaning &amp; definitions of equity share; Growth of Corporate sector &amp; simultaneous growth of equity shareholders; divorce between ownership and management in companies; development of Equity culture in India &amp; current position.</li> <li>• <b>Debt market</b> – Evolution of Debt markets in India; Money market &amp; Debt markets in India; Regulatory framework in the Indian Debt market</li> </ul>		
<b>2</b>	<b>Dynamics to equity market</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Primary:               <ol style="list-style-type: none"> <li>1) IPO – methods followed (simple numerical)</li> <li>2) Book building</li> <li>3) Role of merchant bankers in fixing the price</li> <li>4) Red herring prospectus – unique features</li> <li>5) Numerical on sweat equity, ESOP &amp; Rights issue of shares</li> </ol> </li> <li>Secondary:               <ol style="list-style-type: none"> <li>1) Definition &amp; functions of stock exchanges</li> <li>2) Evolution &amp; growth of stock exchanges</li> <li>3) Stock exchanges in India</li> <li>4) NSE, BSE OTCEI &amp; overseas stock exchanges</li> <li>5) Recent developments in stock exchanges</li> <li>6) Stock market Indices</li> </ol> </li> </ul>		



<b>3</b>	<b>Players in debt market:</b>	<b>15</b>
	<p>Players in debt markets:</p> <ol style="list-style-type: none"> <li>1)Govt. securities</li> <li>2)Public sector bonds &amp; corporate bonds</li> <li>3)open market operations</li> <li>4)Security trading corp. of India</li> <li>5)Primary dealers in Govt. securities</li> </ol> <ul style="list-style-type: none"> <li>• Bonds: <ol style="list-style-type: none"> <li>1)Features of bonds</li> <li>2)Types of bonds</li> </ol> </li> </ul>	
<b>4</b>	<b>Valuation of equity &amp; bonds:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Valuation of equity: <ol style="list-style-type: none"> <li>1. Balance sheet valuation</li> <li>2. Dividend discount model(zero growth, constant growth &amp; multiple growth)</li> <li>3. Price earning model</li> </ol> </li> <li>• Valuation of bonds <ol style="list-style-type: none"> <li>1. Determinants of the value of bonds</li> <li>2. Yield to Maturity</li> <li>3. Interest rate risk</li> <li>4. Determinants of Interest Rate Risk</li> </ol> </li> </ul>	

### Reference Books:

- Allen, Larry (1750-2000). The Global Financial System.
- Ian H. Giddy (1994). Global Financial Markets. Houghton Mifflin.
- Saunders, Anthony & Cornett, Marica Millon. Financial markets & institutions: A modern perspective: TMIT
- LM Bhole. Financial institutions & markets: Structure, growth & innovations. TMH (5th ed.)
- Chandra, P. (2011).Corporate Valuation and Value Creation, (1st ed). TMH



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
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Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Consumer Behaviour**  
**Course Code: TCC.UBMSMIII01**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Consumer Behaviour</b>		<b>Course Code: TCC.UBMSMIII01</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to consumer behaviour:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Meaning of Consumer Behaviour, Features and Importance</li> <li>• Types of Consumer (Institutional &amp; Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour</li> <li>• Profiling the consumer and understanding their needs</li> <li>• Consumer Involvement</li> <li>• Application of Consumer Behaviour knowledge in Marketing</li> <li>• Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition</li> </ul>		
<b>2</b>	<b>Individual determinants of consumer behaviour:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Consumer Needs &amp; Motivation (Theories - Maslow, Mc Cleland).</li> <li>• Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification.</li> <li>• Self Concept – Concept</li> <li>• Consumer Perception</li> <li>• Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude Formation &amp; Change.</li> <li>• Attitude - Concept of attitude</li> </ul>		



<b>3</b>	<b>Environmental determinants of consumer behaviour:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Family Influences on Buyer Behaviour,</li> <li>• Roles of different members, needs perceived and evaluation rules.</li> <li>• Factors affecting the need of the family, family life cycle stage and size.</li> <li>• Social Class and Influences.</li> <li>• Group Dynamics &amp; Consumer Reference Groups, Social Class &amp; Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences Ingroup versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.</li> <li>• Cultural Influences on Consumer Behaviour Understanding cultural and subcultural influences on individual, norms and their role, customs, traditions and value system</li> </ul>	
<b>4</b>	<b>Consumer decision making models and new trends:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making</li> <li>• Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles</li> <li>• E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying</li> </ul>	

**Reference Books:**

- Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson.
- Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson .
- Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.
- Hawkins, D.I, Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour – Building Marketing Strategy. (9th ed.). Tata McGraw Hill.
- Loudan, David L and Bitta, A.J. Della Consumer Behaviour
- Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson
- Nair, Suja R- Consumer Behaviour in Indian Perspective



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
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**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Advertising**  
**Course Code: TCC.UBMSMIII02**





<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Advertising</b>		<b>Course Code: TCC.UBMSMIII02</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Advertising:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</li> <li>• Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising</li> <li>• Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance</li> <li>• Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising</li> <li>• Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising</li> </ul>		
<b>2</b>	<b>Strategy and planning process in advertising</b>		<b>15</b>
	<p>Advertising Planning process &amp; Strategy : Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools</p> <ul style="list-style-type: none"> <li>• Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC</li> </ul>		



	<ul style="list-style-type: none"> <li>• Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.</li> </ul>	
<b>3</b>	<b>Creativity in Advertising</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</li> <li>• Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –</li> <li>• Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</li> <li>• Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</li> <li>• Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research</li> </ul>	
<b>4</b>	<b>Budget, Evaluation, Current trends and careers in Advertising</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</li> <li>• Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pretesting and Post-testing, Concept testing v/s Copy testing</li> <li>• Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends</li> <li>• Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</li> </ul>	

### Reference Books:

- Belch, Michael, “Advertising and Promotion: An integrated marketing communications perspective”  
Tata Mcgraw Hill 2010
- Mohan, Manendra “Advertising Management Concept and Cases”, Tata Mcgraw Hill 2008
- Kleppner, Russell J; Thomac, Lane W , “Advertising Procedure”, Prentice Hall 1999



- Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007
- Sharma, Sangeeta and Singh, Raghuvir “Advertising planning and Implementation”, Prentice Hall of India 2006
- Clow ,Kenneth E and Baack, Donald E “Inetegrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014
- Duncan, Tom, “Principles of Advertising and IMC”, Tata Mcgraw Hill Pub 2006



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Product Innovations Management**  
**Course Code: TCC.UBMSMIII03**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Product Innovations Management</b>		<b>Course Code: TCC.UBMSMIII03</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Innovations Management:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction -Innovations Management Innovations: Concept; Features; Types of Innovations; Innovations management; Features of Innovations Management; Significance of innovations; Principles of innovations.</li> <li>• Thinking Tools for Innovations Left and right brain thinking; Creative thinking; Traditional V/S Creative thinking; Intuition; Introduction to creativity; Process of creativity; Creativity methods</li> <li>• Legal Aspects of innovations Safeguarding innovations; Concept of Intellectual Property Rights; Patents; Patenting trends; trademarks; Industrial designs; Copyrights ;Trade secrets</li> </ul>		
<b>2</b>	<b>Managerial Aspects of Innovations functions</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Organizing for Innovations Introduction; Concepts; Organizational theories and structures; Traits of innovative organization; Factors influencing organizational design and Size decision.</li> <li>• Strategizing Innovations Introduction; Innovations as a strategy component; Developing innovation strategy; Innovation strategies; Market standing based strategies.</li> <li>• Managing Innovations Functions Introduction; Style at the top; Planning; Organizing; Staffing; Controlling; Characteristics of good management</li> <li>• Climate and culture for innovations Introduction; Need for creative organizations; Characteristics of creative</li> </ul>		



	organizations; Creating creative organizations – 7s framework; Fostering innovations climate and culture.	
<b>3</b>	<b>Product innovations, Process Innovations and Innovations Diffusion</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction to product innovations Types of new products Technology strategy for product innovation; New product development process; Packaging innovations; Positioning innovations; New product failures; Cases of Innovating companies.</li> <li>• Process Innovations Introduction; Concept of Process; Features of process; Types of process innovations; Process Management; Process improvement methods; Business process reengineering; Benchmarking.</li> <li>• Innovations Diffusion Introduction; Concept of diffusion and adoption; Impact of innovations; Diffusion as an integral part of innovation strategy; Innovations diffusion theories; Factors influencing diffusion strategy; Internalization of innovations.</li> </ul>	
<b>4</b>	<b>New Product Development Strategy</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• New Product Development and Product specifications Concept of new product development, specifications: Establishment of specifications, Establishing Target specifications; Setting the final specifications.</li> <li>• Concept Generation Selection and Testing 5 step methods of concept generation, Methods for selecting a concept; Benefits of choosing a structured method; Concept screening; Concept scoring, 7- Test method of concept testing.</li> <li>• Product testing Introduction, Purpose of product testing; Overriding concerns of product testing; Major decision in constructing a product test</li> </ul>	

### Reference Books:

- Dr. C.S.G. Krishnamacharyulu and Dr. R. Lalitha, Innovation Management, Himalaya Publishing House, First Edition 2007
- Karl Ulrich, Product design and Development, McGraw hill, 4 Edition.
- Michael Baker and Susan Hart, Product strategy and Management, Pearson Education, 2nd Edition
- Jacob Goldenberg and David Mazursky, Creativity in product innovation, Cambridge University Press, 2002
- Robert G. Cooper and Scott J. Edgett, Product innovation and technology strategy, Product Development Institute Inc., 2009
- Allan Afuah, Innovation Management: Strategies Implementation & Profits, Oxford University Press, 2009



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.





**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Social Marketing**  
**Course Code: TCC.UBMSMIII04**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Social Marketing</b>		<b>Course Code: TCC.UBMSMIII04</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Social Marketing &amp; Its Environment</b>		<b>15</b>
	<p>Definition of Social Marketing, Features, Need for Social Marketing, Evolution of Social Marketing, Social Marketing v/s Commercial Marketing, Challenges of Social Marketing. Social Marketing Unique Value Proposition, Relevance of Social marketing.</p> <p>Environment in Social Marketing, Components, Impact of Environment on Social Marketing</p>		
<b>2</b>	<b>Social Marketing Plan, STP and Marketing Mix</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Social Marketing Plan, Segmentation, Targeting &amp; Positioning</li> <li>Social Marketing Plan, Steps in developing social marketing plan, importance of planning. Segmentation, Basis of Segmentation, Criteria for evaluating segments, Targeting, Selecting Target Audience for Social Marketing, Positioning and Types of positioning.</li> <li>• Social Marketing Mix</li> <li>1. Product: Social Product, Level of Product, Social Product Branding Decision.</li> <li>2. Price: Monetary and non-monetary incentives for desired behavior, Pricing Objectives, Pricing Strategies.</li> <li>3. Place: 5 A's of Distribution of Product in social marketing, Types of distribution channel</li> <li>4. Promotion: Developing a Promotion Mix for social product, Message Strategy, Messenger Strategy, Creativity Strategy, selecting communication channel.</li> </ul>		



<b>3</b>	<b>Managing Behaviour for Social Change &amp; NPO &amp; CSR</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Managing Behaviour for Social Change Types of Behaviour Objectives, Knowledge objectives and belief objectives, Behaviour Change Models, Theories and Frameworks: Social Norm Theory, The diffusion of innovation model, The health belief model, The ecological model, Theory of reasoned action and theory of planned behaviour. Social Cognitive theory/social learning, The behavioural economics framework and the nudge factor, the science of habit framing,</li> <li>• Not for Profit Organization (NPO) &amp; CSR Meaning, NGO, Voluntary Organization, Third Sector, NPO Sector. Status of Voluntary sector in India. Starting a Voluntary Organization in India: Trust, Society, Section 8 Company under the Companies Act of 2013. CSR, Meaning, Overview of CSR in India, Overview of CSR rules for corporation under Companies Act of 2013, CSR Impact Evaluation. Need for Governance in Not for Profit Sector, Ethics in Social Marketing</li> </ul>	
<b>4</b>	<b>Social Marketing – A Sectoral Overview &amp; Careers</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Marketing Health</li> <li>• Marketing Education</li> <li>• Marketing Medicare</li> <li>• Marketing Sanitation</li> <li>• Marketing Financial Literacy &amp; Savings</li> <li>• Marketing Digital Literacy</li> <li>• Marketing of Social Issues of Youth.</li> <li>• Social Work as a profession and Social Entrepreneurship, Careers in Social Marketing.</li> </ul>	

**Reference Books:**

- Andreasen A & Kotler P (2008), Strategic Marketing for Nonprofit Organisations 7th International Edition, Upper Saddle River NJ: Prentice Hall.
- Andreasen, A.R. (2006). Social Marketing in the 21st century. London, UK: Sage.
- Social Marketing in India, Nancy Lee and Sameer Deshpande, SAGE Publications, 2013
- Social Marketing, S M Jha, Himalaya Publishing House, 2012, (2nd Edition)
- Social Marketing: Influencing Behaviors for Good, Nancy R. Lee, Philip Kotler, SAGE Publications, 2011 (4th Edition)
- French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
- French, J., Blairs-Stevens, C., McVey, D., and Merritt, R., (2010), Social Marketing and Public Health, Theory and Practice, Oxford Press, UK.
- Weinrich, HK 2011, Hands-on social marketing: a step-by-step guide to designing change for good, Second Edition, Sage Thousand Oaks, CA



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Recruitment and Selection**  
**Course Code: TCC.UBMSHIII01**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Recruitment and Selection</b>		<b>Course Code: TCC.UBMSHIII01</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Recruitment:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• <b>Concepts of Recruitment-</b> -Meaning, Objectives, Scope &amp; Definition, Importance and relevance of Recruitment.</li> <li>• <b>Job Analysis</b> --Concept, Specifications, Description, Process And Methods, Uses of Job Analysis</li> <li>• <b>Job Design-</b> -Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.</li> <li>• <b>Source or Type of Recruitment</b> a) Direct/Indirect, b)Internal/ External. Internal-Notification, Promotion–Types, Transfer –Types, Reference External-Campus Recruitment, Advertisement, Job Boards Website/Portals, Internship, Placement Consultancies-Traditional (InHouse, 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).</li> <li>• <b>Technique of Recruitment-Traditional Vs Modern Recruitment</b></li> <li>• <b>Evaluation of Recruitment-Outsourcing Programme</b></li> </ul>		



<b>2</b>	<b>Selection</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• <b>Selection</b> -Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).</li> <li>• <b>Screening</b> -Pre and Post Criteria for Selection, Steps of Selection</li> <li>• <b>Interviewing</b> -Types and Guidelines for Interviewer &amp; Interviewee, Types of Selection Tests, Effective Interviewing Techniques.</li> <li>• <b>Selection Hurdles</b> and Ways to Overcome Them</li> </ul>	
<b>3</b>	<b>Induction:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Induction -Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective</li> <li>• Orientation &amp; On boarding-Programme and Types, Process.</li> <li>• Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics</li> <li>• Current trends in Recruitment and Selection Strategies – with respect to Service, Finance, I.T., Law And Media Industry</li> </ul>	
<b>4</b>	<b>Soft skills:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Preparing Bio-data and C.V.</li> <li>• Social and Soft Skills – Group Discussion &amp; Personal Interview, Video and Tele Conferencing Skills,</li> <li>• Presentation and Negotiation Skills, Aesthetic Skills,</li> <li>• Etiquettes-Different Types and Quitting Techniques.</li> <li>• Exit Interview-Meaning, importance.</li> </ul>	

### **Reference Books:**

- Dipak Kumar Bhattacharya - Human Resource Management
- Arun Monappa- Managing Human Resource .
- C.B. Memoria -Personnel Management4. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1st ed.) New Delhi: Jaico Publishing House.
- Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.





**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Organisational Behaviour and HRM**  
**Course Code: TCC.UBMSHIII02**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Organisational Behaviour and HRM</b>		<b>Course Code: TCC.UBMSHIII02</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Module. No</b>	<b>Details</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Organisational Behaviour-I</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB</li> <li>• Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture&amp; Climate</li> <li>• Individual and Group Behaviour-OB models–Autocratic, Custodial, Supportive, Collegial &amp; SOBC in context with Indian OB</li> <li>• Human Relations and Organizational Behaviour</li> </ul>	
<b>2</b>	<b>Organisational Behaviour-II</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Managing Communication: Conflict management techniques.</li> <li>• Time management strategies.</li> <li>• Learning Organization and Organizational Design</li> <li>• Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing</li> </ul>	
<b>3</b>	<b>Human Resource Management-I</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• HRM-Meaning, objectives, scope and functions</li> <li>• HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies</li> <li>• HRD-Concept ,meaning, objectives, HRD functions</li> </ul>	



<b>4</b>	<b>Human Resource Management-II</b>	<b>15</b>
	<ul style="list-style-type: none"><li>• Performance Appraisal: concept, process, methods and problems, KRA'S</li><li>• Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.</li><li>• Career planning-concept of career Planning, Career stages and carrier planning</li></ul>	

**Reference Books:**

- Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
- Prasad L M, Organizational Behaviour, Sultan Chand
- Khanka S. S., Organizational Behaviour, S. Chand
- P.L. Rao-International Human Resource
- Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
- Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of management, Tata McGraw-Hill, New Delhi.
- Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Motivation & Leadership**  
**Course Code: TCC.UBMSHIII03**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Motivation &amp; Leadership</b>		<b>Course Code: TCC.UBMSHIII03</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Module. No</b>	<b>Details</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Motivation-I:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Concept of motivation, Importance, Tools of Motivation.</li> <li>• Theory Z, Equity theory.</li> <li>• Process Theories-Vroom's Expectancy Theory, Valency-Four drive model.</li> </ul>	
<b>2</b>	<b>Motivation-II</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• East v/s West, motivating workers (in context to Indian workers)</li> <li>• The Indian scene – basic differences.</li> <li>• Work –Life balance – concept, differences, generation and tips on work life balance.</li> </ul>	
<b>3</b>	<b>Leadership-I:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Leadership– Meaning, Traits and Motives of an Effective Leader, Styles of Leadership.</li> <li>• Theories –Trait Theory, Behavioural Theory, Path Goal Theory.</li> <li>• Transactional v/s Transformational leaders.</li> <li>• Strategic leaders– meaning, qualities.</li> <li>• Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)</li> </ul>	



<b>4</b>	<b>Leadership-II:</b>	<b>15</b>
	<ul style="list-style-type: none"><li>• Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump)</li><li>• Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein).</li><li>• Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self-leadership, online leadership, finding and creating effective leader.</li></ul>	

**Reference Books:**

- Stephen P. Robbins, Timothy A. Judge (Author) - Organizational behaviour (15th Edition), Prentice Hall Publication.
- Niraj Kumar- Organisational Behaviour: A New Looks (Concept, Theory & Cases), Himalaya Publishing House
- Strategic Leadership – Sahu & Bharati – Excel Books
- Peter I. Dowling & Denice E. (2006). International HRM (1st ed.). New Delhi. Excel Books.
- French Wendell, Bell Cecil and Vohra Veena. (2004). Organization Development, Behavioral Science
- Interventions for Organization Improvement. (6th ed.)



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.





**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Employee Relations and welfare**  
**Course Code: TCC.UBMSHIII04**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Employee Relations and welfare</b>		<b>Course Code: TCC.UBMSHIII04</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Overview of Employee Relations and Collective Bargaining</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Employee Relations - Meaning, Scope, Elements of Employee Relations, Role of HR in Employee Relations</li> <li>• Employee Relation Policies – Meaning and Scope.</li> <li>• Ways to Improve Employee Relations</li> <li>• Collective Bargaining – Meaning, Characteristics, Need and Importance, Classification of collective bargaining - Distributive bargaining, Integrative bargaining, Attitudinal structuring and Intra-organizational bargaining; Principles of Collective Bargaining, Process, Causes for Failure of Collective Bargaining, Conditions for Successful Collective Bargaining</li> <li>• Collective Bargaining Strategies - Parallel or Pattern Bargaining, Multi-employer or Coalition Bargaining, Multi-unit or Coordinated Bargaining, and Single-unit Bargaining</li> <li>• Current Trends in Collective Bargaining</li> </ul>		
<b>2</b>	<b>Overview of Employee Welfare</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Meaning, Need for Employee Welfare, Principles of Employee/ Labour Welfare, Scope for Employee/ Labour Welfare in India, Types of Welfare Services – Individual and Group.</li> <li>• Historical Development of Employee/ Labour Welfare in India – Pre and Post Independence, Employee/ Labour Welfare Practices in India</li> <li>• Approaches to Employee/ Labour Welfare – Paternalistic, Atomistic, Mechanistic, Humanistic approach</li> <li>• Theories of Employee Welfare– Policing Theory, Religion Theory,</li> </ul>		



	Philanthropic Theory, Trusteeship Theory, Public Relations Theory, Functional Theory • Administration of Welfare Facilities – Welfare Policy, Organisation of Welfare, Assessment of Effectiveness.	
<b>3</b>	<b>Welfare and Work Environment Management</b>	<b>15</b>
	• Agencies for Labour Welfare – Central Government, State Government, Employers, Trade Union • Women Welfare - Meaning, Need for women welfare, Provision of Factories Act as applicable for women welfare • Responsibility of Employers towards labour welfare • Work Environment Management – Meaning, Need for healthy work environment, measures for providing healthy work, Fatigue at work – Meaning, Causes and Symptoms of Fatigue, Boredom at Workplace – Meaning, Hazards at Workplace – Meaning, Types of Hazards – Physical and Social, Hazard Management – Meaning and Process, Hazard Audit - Concept • Accidents and Safety Issues at Workplace – Safety, Safety Culture	
<b>4</b>	<b>Workers Participation and Employee Grievance</b>	<b>15</b>
	• Workers Participation in Management – Concept, Pre-requisites, forms & levels of participation, Benefit of Workers Participation in Management, Importance of employee stock option plans as a method of participation. • Employee Grievance – Meaning, Features, Causes and Effects of Employee Grievances, Employee Grievance Handling Procedure, Effective Ways of Handling Grievance • Role of Industrial Relations Manager in Promoting & Establishing Peaceful Employee Relations	

#### Reference Books:

- Personnel Management and Industrial relations – P. C. Shejwalkar and S. B. Malegaonkar
- Labour Management relations in India – K.M. Subramanian
- Trade Unionism Myth and Reality, New Delhi, Oxford University Press, 1982
- Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj.



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Information Technology in Business Management-**  
**I**  
**Course Code: TCC.UBMSIII03**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Information Technology in Business Management-I</b>		<b>Course Code: TCC.UBMSIII03</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to IT Support in Management</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Information Technology concepts</li> <li>Concept of Data, Information and Knowledge Concept of Database</li> <li>• Introduction to Information Systems and its major components.</li> <li>Types and Levels of Information systems. Main types of IT Support systems</li> <li>Computer based Information Systems (CBIS)</li> <li>♣Types of CBIS - brief descriptions and their interrelationships/hierarchies</li> <li>♣ Office Automation System(OAS)</li> <li>♣ Transaction Processing System(TPS)</li> <li>♣ Management Information System(MIS)</li> <li>♣ Decision Support Systems (DSS) ♣ Executive Information System(EIS)</li> <li>♣ Knowledge based system, Expert system</li> <li>• Success and Failure of Information Technology.</li> <li>Failures of Nike and AT&amp;T</li> <li>• IT Development Trends.</li> <li>Major areas of IT Applications in Management</li> <li>• <b>Concept of Digital Economy and Digital Organization.</b></li> <li>• <b>IT Resources</b></li> <li>Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)</li> </ul>		
<b>2</b>	<b>Office Automation using MS Office</b>		<b>15</b>



	<ul style="list-style-type: none"> <li>• Learn Word: Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature.</li> <li>• Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math &amp; trig, statistical, date &amp; time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver,</li> <li>• Presentation Software Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation</li> </ul>	
<b>3</b>	<b>Email, Internet and its Application</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction to Email Writing professional emails Creating digitally signed documents.</li> <li>• Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software</li> <li>• Internet Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN</li> <li>• DNS Basics. Domain Name Registration, Hosting Basics.</li> <li>• Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C,B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.</li> </ul>	



4	E-Security Systems	15
	<ul style="list-style-type: none"> <li>• Threats to Computer systems and control measures. Types of threats Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management</li> <li>• IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management</li> <li>• Information Systems Security</li> <li>• Security on the internet Network and website security risks Website Hacking and Issues therein. Security and Email</li> <li>• E-Business Risk Management Issues Firewall concept and component, Benefits of Firewall</li> <li>• Understanding and defining Enterprise wide security framework</li> <li>• Information Security Environment in India with respect to real Time Application in Business Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; ECash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions</li> <li>• Threat Hunting Software</li> </ul>	

**Reference Books:**

- Information Technology for Management, 6TH ED (With CD )  
By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
- Microsoft Office Professional 2013 Step by Step  
By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
- Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
- Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J.
- Carnahan(E-  
Book:<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>)
- Electronic Commerce - Technologies & Applications. Bharat, Bhaskar  
<https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>





**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Foundation Course (Environmental Management)-III**  
**Course Code: TCC.UBMSIII04**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Foundation Course (Environmental Management)-III</b>		<b>Course Code: TCC.UBMSIII04</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Environmental Concepts:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• <b>Environment:</b> Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere</li> <li>• <b>Biogeochemical cycles</b> - Concept and water cycle</li> <li>• Ecosystem &amp; Ecology; Food chain, food web &amp; Energy flow pyramid</li> <li>• <b>Resources:</b> Meaning, classification( Renewable &amp; non-renewable), types &amp; Exploitation of Natural resources in sustainable manner</li> </ul>		
<b>2</b>	<b>Environmental Degradation:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• <b>Degradation</b>-Meaning and causes, degradation of land, forest and agricultural land and its remedies</li> <li>• <b>Pollution</b> – meaning, types, causes and remedies (land, air, water and others)</li> <li>• <b>Global warming:</b> meaning, causes and effects.</li> <li>• <b>Disaster Management:</b> meaning, disaster management cycle.</li> <li>• <b>Waste Management:</b> Definition and types -solid waste management anthropogenic waste, e-waste &amp; biomedical waste (consumerism as a cause of waste)</li> </ul>		
<b>3</b>	<b>Sustainability and role of business</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Sustainability: Definition, importance and Environment Conservation.</li> <li>• Environmental clearance for establishing and operating Industries in India.</li> <li>• EIA, Environmental auditing, ISO 14001</li> <li>• Salient features of Water Act, Air Act and Wildlife Protection Act.</li> <li>• Carbon bank &amp; Kyoto protocol</li> </ul>		



4	<b>Innovations in business- an environmental perspective:</b>	<b>15</b>
	<b>Non-Conventional energy sources-</b> Wind, Bio-fuel, Solar, Tidal and Nuclear Energy. Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Ecofriendly packaging, Waste management projects for profits ,other business projects for greener future	

### Reference Books:

- Environment Management , N.K. Uberoi , Excel Books, Delhi
- Environmental Management - Text & Cases, Bala Krishnamoorthy, Prentice Hall of India
- Environmental Management- National and global Perspectives, Swapan C. Deb , JAICO
- Environmental Management , Dr.Anand S. Bal , Himalaya Publishing House
- Environmental Priorities in India , Khoshoo , Environmental Society (N.Delhi)



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Business Planning & Entrepreneurial Management**  
**Course Code: TCC.UBMSIII05**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Business Planning &amp; Entrepreneurial Management</b>		<b>Course Code: TCC.UBMSIII05</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Foundations of Entrepreneurship Development:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Foundations of Entrepreneurship Development:            Concept and Need of Entrepreneurship Development            Definition of Entrepreneur, Entrepreneurship,            Importance and significance of growth of entrepreneurial activities            Characteristics and qualities of entrepreneur</li> <li>• Theories of Entrepreneurship:            Innovation Theory by Schumpeter &amp; Imitating            Theory of High Achievement by McClelland            X-Efficiency Theory by Leibenstein            Theory of Profit by Knight            Theory of Social change by Everett Hagen</li> <li>• External Influences on Entrepreneurship Development:            Socio-Cultural, Political, Economical, Personal.            Role of Entrepreneurial culture in Entrepreneurship Development.</li> </ul>		



<b>2</b>	<b>Types &amp; Classification Of Entrepreneurs:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Intrapreneur –Concept and Development of Intrapreneurship</li> <li>• Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group</li> <li>• Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO’s.</li> <li>• Entrepreneurial development Program (EDP)– concept, factor influencing EDP. Option available to Entrepreneurs. (Ancillarisation, BPO, Franchise, M&amp;A)</li> </ul>	
<b>3</b>	<b>Entrepreneur Project Development &amp; Business Plan:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Innovation, Invention, Creativity, Business Idea, Opportunities through change.</li> <li>• Idea generation– Sources-Development of product /idea,</li> <li>• Environmental scanning and SWOT analysis</li> <li>• Creating Entrepreneurial Venture-Entrepreneurship Development Cycle</li> <li>• Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan.</li> <li>• Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization &amp; Management, Ownership,</li> <li>• Critical Risk Contingencies of the proposal, Scheduling and milestones.</li> </ul>	
<b>4</b>	<b>Venture Development:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Steps involved in starting of Venture</li> <li>• Institutional support to an entrepreneur</li> <li>• Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects</li> <li>• Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.</li> <li>• New trends in entrepreneurship</li> </ul>	

**Reference Books:**

- Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House
- Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
- Entrepreneurial Development - S.S. Khanna
- Entrepreneurial Development in India - Sami Uddin, Mittal Publication
- Entrepreneurship in the New Millenium – Kutatko Hodgetts.





**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Accounting for Managerial Decisions**  
**Course Code: TCC.UBMSIII06**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Accounting for Managerial Decisions</b>		<b>Course Code: TCC.UBMSIII06</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Analysis and Interpretation of Financial statements</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies</li> <li>• Vertical Form of Balance Sheet and Profit &amp; Loss A/c-Trend Analysis, Comparative Statement &amp; Common Size.</li> </ul>		
<b>2</b>	<b>Ratio analysis and Interpretation</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• <b>Ratio analysis and Interpretation</b>(based on vertical form of financial statements)including conventional and functional classification restricted to: <ul style="list-style-type: none"> <li>• <b>Balance sheet ratios:</b> Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.</li> <li>• <b>Revenue statement ratios:</b> Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio,</li> </ul> </li> </ul>		



	<p>Debtors Turnover , Creditors Turnover Ratio</p> <ul style="list-style-type: none"> <li>• <b>Combined ratios:</b> Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio,</li> <li>• <b>Different modes of expressing ratios:-</b>Rate, Ratio, Percentage, Number.</li> </ul> <p>Limitations of the use of Ratios.</p>	
<b>3</b>	<b>Cash flow statement</b>	<b>15</b>
	Preparation of cash flow statement(AccountingStandard-3(revised))	
<b>4</b>	<b>Working Capital</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• <b>Working capital-</b>Concept, Estimation of requirements in case of Trading &amp; Manufacturing Organizations.</li> <li>• <b>Receivables management-</b>Meaning &amp;Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]</li> </ul>	

### Reference Books:

- Srivastava R M, Essentials of Business Finance, Himalaya Publications
- Anthony R N and Reece JS. Accounting Principles , Hoomwood Illinos , Richard D. Irvin
- Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases , New Delhi.
- Hingorani NL and ramanathan AR - Management Accounting , New Delhi
- Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
- Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
- Gupta , SP - Management Accounting , Sahitya Bhawan , Agra .



## **EVALUATION PATTERN**

### **Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

### **Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-III**  
**Elective Course: Strategic Management**  
**Course Code: TCC.UBMSIII07**



<b>Bachelor of Management Studies</b>		<b>Semester – III</b>	
<b>Course Name: Strategic Management</b>		<b>Course Code: TCC.UBMSIII07</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• <b>Business Policy</b>-Meaning, Nature, Importance</li> <li>• <b>Strategy</b>-Meaning, Definition</li> <li>• <b>Strategic Management</b>-Meaning, Definition, Importance, Strategic management</li> <li>• <b>Process &amp; Levels of Strategy</b> and Concept and importance of Strategic Business Units (SBU's)</li> <li>• <b>Strategic Intent</b>-Mission, Vision, Goals, Objective, Plans</li> </ul>		
<b>2</b>	<b>Strategy Formulation</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Environment Analysis and Scanning(SWOT )</li> <li>• Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</li> <li>• Business Level Strategy(Cost Leadership, Differentiation, Focus)</li> <li>• Functional Level Strategy(R&amp;D, HR, Finance, Marketing, Production)</li> </ul>		
<b>3</b>	<b>Strategic Implementation</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Models of Strategy making.</li> <li>• Strategic Analysis&amp; Choices &amp;Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S Frame Work</li> <li>• Implementation: Meaning, Steps and implementation at Project, Process, Structural ,Behavioural ,Functional level.</li> </ul>		



<b>4</b>	<b>Strategic Evaluation &amp; Control</b>	<b>15</b>
	<b>Strategic Evaluation &amp; Control</b> – 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	

**Reference Books:**

- Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
- P.K. Ghosh : Business Policy , Strategy , Planning and Management
- Christensen , Andrews Dower: Business Policy- Text and Cases
- William F. Gkycj : Business Policy – Strategy Formation and Management Action
- Bongee and Colonan : Concept of Corporate Strategy.





**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



### Semester IV

Serial no	Course Code	Course Name	Credits
<b>Elective Courses (EC)</b>			
<b>Group A: Finance Electives (Any Two Courses)</b>			
1	TCC.UBMSFIV01	Financial Institutions & Markets	3
2	TCC.UBMSFIV02	Strategic Cost Management	3
3	TCC.UBMSFIV03	Auditing	3
4	TCC.UBMSFIV04	Corporate Restructuring	3
<b>Group B: Marketing Electives (Any Two Courses)</b>			
5	TCC.UBMSMIV01	Integrated Marketing Communication	3
6	TCC.UBMSMIV02	Rural Marketing	3
7	TCC.UBMSMIV03	Event Marketing	3
8	TCC.UBMSMIV04	Tourism Marketing	3
<b>Group C: Human Resource Electives (Any Two Courses)</b>			
9	TCC.UBMSHIV01	Human Resource Planning & Information System	3
10	TCC.UBMSHIV02	Training & Development in HRM	3
11	TCC.UBMSHIV03	Change Management	3
12	TCC.UBMSHIV04	Conflict & Negotiation	3
<b>Ability Enhancement Courses (AEC)</b>			
<b>Ability Enhancement Compulsory Courses (AECC)</b>			
13	TCC.UBMSIV03	Information Technology in Business Management - II	3
<b>Skill Enhancement Courses (SEC)</b>			
14	TCC.UBMSIV04	Foundation course (Ethics & Governance)-IV	2
<b>Core Courses (CC)</b>			
15	TCC.UBMSIV05	Business Economics-II	3
16	TCC.UBMSIV06	Business Research Methods	3
17	TCC.UBMSIV07	Production & Total Quality Management	3



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Financial Institutions & Markets**  
**Course Code: TCC.UBMSFIV01**



Knowledge is Supreme

<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Financial Institutions &amp; Markets</b>		<b>Course Code: TCC.UBMSFIV01</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Financial System in India:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Financial System Theoretical Settings – Meaning, Importance, Functions of financial system, Indian financial system from financial neutrality to financial activism and from financial volatility to financial stability. Role of government in Financial development, Phases of Indian financial system since independence ( State Domination – 1947-1990, Financial sector reforms 1991 till Financial sector Legislative Reforms Commission 2013) ( Only an Overview) Monitoring Framework for financial Conglomerates,</li> <li>• Structure of Indian financial system – Financial Institutions ( Banking &amp; NonBanking ), Financial Markets ( Organized and Unorganized) Financial Assets/Instruments, Financial Services( Fund based &amp; Free Based) – ( In details)</li> <li>• Microfinance - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India</li> </ul>		
<b>2</b>	<b>Financial Regulators &amp; Institutions in India (detail discussion on their role and functions):</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Financial Regulators – Ministry of Finance (Dept of DEA, Expenditure ,Revenue, financial services and disinvestment) RBI- Changing role of RBI in the financial sector, global crisis and RBI, Ministry of Corporate Affairs, SEBI, Pension Fund Regulatory and Development Authority, IRDA.</li> <li>• Financial Institutions- Role, Classification, Role of Commercial banks, IFCI, IDBI, Industrial Credit and Investment Corporation of India, SFC, Investment institutions in India ( LIC, GIC) NBFC services provided by NBFC.</li> <li>• Specialized Financial Institutions – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC ( Their role, functions and area of concerns)</li> </ul>		



<b>3</b>	<b>Financial Markets ( in Details):</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components ( Organized and Unorganized) ( in details) and Reforms</li> <li>• Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR</li> <li>• Introduction of Commodity and Derivative Markets</li> <li>• Insurance and Mutual funds – An introduction</li> </ul>	
<b>4</b>	<b>Managing Financial Systems Design:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Financial System Design – Meaning, Stakeholder Lender Conflict, Manager Stock holder conflict, Conflict Resolution and Financial System Design, Bank oriented systems and Market oriented systems its advantages and drawbacks, Dimensions of well-functioning financial systems</li> <li>• At global level – Financial system designs of Developed countries ( Japan, Germany , UK and USA) ( Brief Summary)</li> <li>• Case studies relating to disinvestments polices of PSU in India, Global crises and failures in market systems around world</li> </ul>	

#### **Reference Books:**

- M. Bhole, Financial Institutions and Markets, TATA McGraw Hill
- V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
- Vasant Desai, Indian Financial Systems, Himalaya Publishers
- Gordon and Natarajan, Financial Services, Himalaya Publishers
- Meir Khan, Financial Institutions and Markets, Oxford Press
- Financial Markets and Institutions-Dr. S. Gurusamy, Tata McGraw Hill.
- The Indian Financial System-Dr. Bharti Pathak, Pearson.
- Indian Financial System-M.Y.Khan, Mc.Graw Hill
- Machiraju, H.R., Indian Financial System, Vikas Publications



## **EVALUATION PATTERN**

### **Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

### **Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Strategic Cost Management**  
**Course Code: TCC.UBMSFIV02**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Strategic Cost Management</b>		<b>Course Code: TCC.UBMSFIV02</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Module. No</b>	<b>Details</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Strategic Cost Management(Only Theory):</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Strategic Cost Management (SCM): Concept and Philosophy-Objectives of SCM- Environmental influences on cost management practices, Key elements in SCM- Different aspects of Strategic Cost Management: Value Analysis &amp; Value Engineering, Wastage Control, Disposal Management, Business Process Reengineering, Total Quality Management, Total Productive Maintenance, Energy Audit, Control of Total Distribution Cost &amp; Supply Cost, Cost Reduction &amp; Product Life Cycle Costing(An Overview)</li> </ul>	
<b>2</b>	<b>Activity Based Costing:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Activity Based Management and Activity Based Budgeting: Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing (Practical Problems on ABC), Life Cycle Costing, Kaizen Costing, Back Flush Costing. Evaluation criterion; Return on Cash Systems; Transfer Pricing and Divisional Performance. Transfer Pricing in International Business, Marginal Costing and Managerial Decision Mix (Practical Problems)</li> </ul>	
<b>3</b>	<b>Strategic Cost Management performance assessment (Only theory):</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Cost Audit &amp; Management Audit under companies Act, with reference to strategic assessment of cost &amp; managerial performance- Strategic Cost-Benefit Analysis of different business restructuring propositions-Entrepreneurial approach to cost</li> </ul>	





	Management, with reference to core competencies, strategic advantages & long-term perspective of cost Management. Six Sigma, Learning Curve, Praise Analysis and Simulation	
<b>4</b>	<b>Variance Analysis &amp; Responsibility Accounting (Practical Problems):</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Standard Costing (Material, Labour, Overhead, Sales &amp; Profit)</li> <li>• Responsibility Accounting –Introduction, Types &amp; Evaluation of Profit Centre and Investment Centre</li> </ul>	

**Reference Books:**

- Dr. Girish Jakhotiya-Strategic Financial Management
- Lall, B.M. and Jain, I.C. – Cost Accounting: Principles and Practice, Prentice Hall, Delhi
- Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Del
- John K Shank & Vijay Govindaraja, Strategic Cost Management - The new tool for Competitive Advantage, Free Press



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Auditing**  
**Course Code: TCC.UBMSFIV03**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Auditing</b>		<b>Course Code: TCC.UBMSFIV03</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Auditing:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Basics – Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing.</li> <li>• Errors &amp; Frauds – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating error. Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud</li> <li>• Principles of Audit – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audit Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting</li> <li>• Types of Audit – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit</li> </ul>		
<b>2</b>	<b>Audit Planning, Procedures and Documentation:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach.</li> <li>• Audit Program – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work , Instruction before commencing Work, Overall Audit Approach</li> <li>• Audit Working Papers - Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors</li> </ul>		



	<p>Lien on Client's Books</p> <ul style="list-style-type: none"> <li>• Audit Notebook – Meaning, structure, Contents, General Information, Current Information, Importance</li> </ul>	
<b>3</b>	<b>Auditing Techniques and Internal Audit Introduction:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Test Check - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions.</li> <li>• Audit Sampling - Audit Sampling, meaning, purpose, factors in determining sample size -Sampling Risk, Tolerable Error and expected error, methods of selecting Sample Items Evaluation of Sample Results auditors Liability in conducting audit based on Sample</li> <li>• Internal Control - Meaning and purpose, review of internal control, advantages, auditors duties, review of internal control, Inherent Limitations of Internal control, internal control samples for sales and debtors, purchases and creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks</li> <li>• Internal Audit - Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit., Internal Checks Vs Internal Audit</li> </ul>	
<b>4</b>	<b>Managing Financial Systems Design:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Audit of Income - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received</li> <li>• Audit of Expenditure - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense</li> <li>• Audit of Assets Book Debts / Debtors, Stocks -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures</li> <li>• Audit of Liabilities - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities</li> </ul>	

#### Reference Books:

- CA Surbhi Bansal – Audit and Assurance
- Taxmann – Auditing
- Dr.SMeenakumari – Fundamentals of Auditing
- Baldev Sachdeva&Jagwant Singh Pardeep Kumar – Auditing theory & Practice



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

Q. No.	Particular	Marks
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Corporate Restructuring**  
**Course Code: TCC.UBMSFIV04**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Corporate Restructuring</b>		<b>Course Code: TCC.UBMSFIV04</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Corporate Restructuring – Introduction and Concepts ( Only Theory):</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.</li> <li>• Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.</li> <li>• Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale</li> </ul>		
<b>2</b>	<b>Accounting of Internal Reconstruction ( Practical and theory):</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions</li> <li>• Methods including alteration of share capital, variation of share-holder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.</li> </ul>		





<b>3</b>	<b>Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)( Practical and theory):</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively</li> <li>• Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.</li> </ul>	
<b>4</b>	<b>Impact of Reorganization on the Company - An Introduction ( Only Theory):</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Change in the Internal Aspects on Reorganization – Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People</li> <li>• Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts.</li> <li>• Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects</li> </ul>	

**Reference Books:**

- Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur
- Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PH
- Advanced Accounts Shukla and Grewal S. Chand and Co. (P) Ltd., New Delhi
- Advanced accountancy R.L. Gupta and M. Radhaswamy S. Chand and Co. (P) Ltd., New Delhi



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum passing marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
Q-1	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-2	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-3	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Full Length Practical Question (15 Marks)	15 Marks
Q-4	<b>Attempt the following:</b> A. Full Length Practical Question (15 Marks) OR B. Short Notes to be asked 05 To be answered 03	15 Marks

**Note:**

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



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Integrated Marketing Communication**  
**Course Code: TCC.UBMSMIV01**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Integrated Marketing Communication</b>		<b>Course Code: TCC.UBMSMIV01</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Integrated Marketing Communication:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.</li> <li>• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing</li> <li>• Communication process, Traditional and alternative Response Hierarchy Models</li> <li>• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.</li> </ul>		
<b>2</b>	<b>Elements of IMC – I:</b>		<b>15</b>
	<p>Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.</p> <ul style="list-style-type: none"> <li>• Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages, Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.</li> </ul>		



<b>3</b>	<b>Elements of IMC – II:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Direct Marketing - Role of direct marketing in IMC, Objectives of Direct Marketing, Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing</li> <li>• Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR ,Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship</li> <li>• Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling.</li> </ul>	
<b>4</b>	<b>Evaluation &amp; Ethics in Marketing Communication:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing – emotional reaction test, cognitive Neuro science – online evaluation, Behavioural Evaluation – sales and response rate, POPAI, Toll free numbers, QR codes and facebook likes, response cards, Internet responses, redemption rate Test Markets – competitive responses, scanner data, Purchase simulation tests</li> <li>• Ethics and Marketing communication – stereotyping, targeting vulnerable customers, offensive brand messages – legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices</li> <li>• Current Trends in IMC – Internet &amp; IMC, Advertising on internet, PR through Internet Banner, Sales promotion on Internet, direct marketing on internet.</li> </ul>	

**Reference Books:**

- Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” Tata Mcgraw Hill 2010
- Clow ,Kenneth E ;Baack, Donald E “Integrated Advertising Promotion and Marketing Communication”, Pearson Edu 2014
- Duncan, Tom, “Principles of Advertising and IMC”, Tata Mcgraw Hill Pub 2006
- Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”, Tata Mcgraw Hill 2014
- Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007
- Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press ,2016
- Gopalakrishnan, P S , “Integrated Marketing Communication: Concepts and Cases”, ICAI University Press, 2008



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Rural Marketing**  
**Course Code: TCC.UBMSMIV02**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Rural Marketing</b>		<b>Course Code: TCC.UBMSMIV02</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction to Rural Market, Definition &amp; Scope of Rural Marketing.</li> <li>• Rural Market in India-Size &amp; Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview).</li> <li>• Emerging Profile of Rural Markets in India,</li> <li>• Problems of rural market.</li> <li>• Constraints in Rural Marketing and Strategies to overcome constraints</li> </ul>		
<b>2</b>	<b>Rural Market:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Rural Consumer Vs Urban Consumers– a comparison.</li> <li>• Characteristics of Rural Consumers.</li> <li>• 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</li> <li>• Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors, Lifestyle, Personality.</li> </ul>		
<b>3</b>	<b>Rural Marketing Mix:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Relevance of Marketing mix for Rural market/Consumers.</li> <li>• Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods &amp; Services; Importance of Branding, Packaging and Labelling.</li> </ul>		





	<ul style="list-style-type: none"> <li>• Nature of Competition in Rural Markets, the problem of Fake Brands</li> <li>• Pricing Strategies &amp; objectives</li> <li>• Promotional Strategies. Segmentation, Targeting &amp; Positioning for rural market.</li> </ul>	
<b>4</b>	<b>Rural Marketing Strategies:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Cooperative society, Distribution Models of FMCG, Companies HUL, ITC etc. Distribution networks, Ideal distribution model for rural markets (Case study based)</li> <li>• 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</li> </ul>	

**Reference Books:**

- Badi & Badi : Rural Marketing
- Matoria, C.B. & Badri Vishal : Agriculture problems in India
- Arora, R.C. : Integrated Rural Development
- Rajgopal : Managing Rural Business
- Gopaldaswamy, T.P. : Rural Marketing



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Event Marketing**  
**Course Code: TCC.UBMSMIV03**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Event Marketing</b>		<b>Course Code: TCC.UBMSMIV03</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Events:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Definition and Meaning of Event Marketing ; The Evolution of Event Marketing, Advantages of Event Marketing, 5 C's of Events- Conceptualization, costing, canvassing, customization, carrying-out; Event Designing; Reach; Interaction Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.</li> <li>• Importance of Events as a Marketing Communication Tool; Events as a Marketing Tool: The Varied Marketing Needs Addressed by Events: Brand Building, Focus on Target Market, Implementation of Marketing Plan, Marketing Research, Relationship Building, Creating opportunities for better deals with different media, Events and their Economic implications.</li> <li>• Concept of Event Creativity, Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media</li> </ul>		
<b>2</b>	<b>Segmenting, Targeting and Positioning of Events and Concept of Product in Events:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Concept of Market in Events; Segmentation and targeting of the Market for events; Positioning of events-Event Property.</li> <li>• Concept of Product in Events: Benefit Levels-Core, generic, expected, augmented; Categories of Events: Competitive Events, Artistic Expression, Cultural Celebrations, Exhibition Events, Charitable Events ,Special Business Events, Retail Events.</li> <li>• Event Variations- Time Frame Based, Concept Based, Artist Based, Client Industry Based</li> </ul>		



<b>3</b>	<b>Concept of Pricing and Promotion in Events:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Risk Rating, Setting Pricing Objectives, Understanding local legislations and tax laws, Feedback about events from the market, skills required for negotiating the best price, validation against pricing objectives, pricing decisions, Event Charges: Percentage of the total Event Cost, Flat Fee, Package Price, Hourly Rate.</li> <li>• Networking Components: Print Media, Radio, Television, Internet, Outdoor Media, Direct Marketing, Sales Promotion, Public Relations, Merchandising, Invenue Publicity.</li> <li>• Event Sponsorship: Concept of Sponsorship, Sponsorship in a communication context, Synergy between sponsor and Event, Identifying Potential sponsors, Impact Measurement, Practical Sponsor Incentivization, In-Kind Sponsorship.</li> </ul>	
<b>4</b>	<b>Trends and Challenges in Event Marketing:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• E-event marketing, Virtual Events, Societal Event Marketing, Green Event, Cause-Related Event Marketing, Sports Event Marketing.</li> <li>• Safety and Security of Event</li> <li>• Event Crisis Management</li> <li>• Growth of Event Industry in India</li> <li>• Career in Event Marketing</li> </ul>	

**Reference Books:**

- Preston C.A., ‘Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions’, Wiley, Second Edition, 2015
- Gaur Sanjaya Singh and Sanjay V Saggere, ‘Event Marketing and Management’, Vikas Publishing House Pvt. Ltd. , 2003
- Sharma Diwakar, ‘Event Planning & Management’, Deep and Deep Publications Pvt. Ltd., 2005
- Hoyle Leonard H., ‘Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions’, Wiley, 2009
- Genadinik Alex, ‘Event Planning-Management and Marketing for Successful Events’, CreateSpace Independent Publishing Platform, 2015
- Harichandan C.P., ‘Event Management’, Global Vision Publishing House, 2010
- Goyal K. Swarup, ‘Event Management’, Adhyayan Publishers,



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Tourism Marketing**  
**Course Code: TCC.UBMSMIV04**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Tourism Marketing</b>		<b>Course Code: TCC.UBMSMIV04</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Module. No</b>	<b>Details</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Tourism Marketing:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Meaning of Tourism &amp; Tourist, Features of Tourism, Purpose of Tourism, Adverse Effects of Tourism, Factors Influencing growth of Tourism, Classification of Tourism; Types of Tourism: Health, adventure, rural, cultural, religious, eco-Tourism, wedding Tourism, cruise Tourism.</li> <li>• Tourism Marketing Meaning, Objectives of Tourism Marketing, Importance of Tourism Marketing, Problems of Tourism Marketing.</li> <li>• Phases of Tourism: Economic Approach, Environmental Approach, Cost Benefit Approach.</li> <li>• Tourism Planning: Process, Study of market, Levels of tourism planning, Organization of a tour. Tour Operators and Travel Agents: functions, types, distribution network, Travel agency operations, Travel Organization- Individual and group, travel itinerary. Travel Formalities and Documentation.</li> </ul>	
<b>2</b>	<b>Tourism Market Segmentation &amp; Product Mix of Tourism Marketing:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Tourism Market Segmentation: Meaning, Need for Market Segmentation in Tourism Importance of Market Segmentation in Tourism Bases for Segmentation in Tourism Tourist Typology: Cohens Typology, Plog's Typology</li> <li>• 4 'A's of Tourism Attraction: Meaning, Typology of Attraction, Natural, Artificial, Cultural, Social, Managed Attraction for Tourist, Peter's Inventory of Tourist Accommodation: Meaning, Typology of Accommodation Accessibility: Meaning, Transportation System for Tourism, Surface</li> </ul>	





	<p>Transport, Railways and its contribution to tourism, Sea &amp; Waterways, Airways Amenities: Meaning, Amenities &amp; Facilities at the destination.</p> <ul style="list-style-type: none"> <li>• Marketing Strategy: Hard v/s Soft Tourism Strategy.</li> <li>• Product Mix of Tourism Marketing: Meaning, Tourism Destination Life Cycle, Factors for tourism destination selection, launching a new tourism product, Tourism Product and Package Tour, Itinerary meaning, Types of Itinerary, Drawing a Itinerary for Tourist, Reservation meaning, Sources of reservation, Modes of Reservation, Ticketing Procedure</li> </ul>	
<b>3</b>	<b>Concept of Pricing, Place, Promotion and Expanded marketing mix for tourism marketing:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Price: Meaning, Factors Influencing Tourism Pricing, Tourism Pricing Objectives, Tourism Pricing Policies</li> <li>• Place: Meaning, Factors Influencing Tourism Distribution, Tourism Distribution System, Middlemen in Tourism Industry, Functions of Middlemen, Travel Guide Meaning, Essential of an ideal travel guide.</li> <li>• Promotion: Tourism Advertising, Tourism Publicity, Tourism Public Relation, Tourism Sales promotion Technique, Personal Selling in Tourism, Skills required for Selling Tourism Product, Electronics Channel of Tourism</li> <li>• People: Moment of Truth in Tourism, Employee as an element of people mix, Internal Marketing, Objectives of Internal Marketing, Internal marketing Process.</li> <li>• Process: Meaning, Factors to be considered while designing the service process, Tourism Service Blueprinting: Meaning, Steps, Benefits of Blueprinting</li> <li>• Physical Evidence for Tourism</li> </ul>	
<b>4</b>	<b>Global Tourism, Tourism Organizations and Challenges for Indian Tourism Industry:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Global Tourism Market: Overview of Tourism Market of America, Mauritius, Asia Pacific, Thailand, Vietnam, China, Singapore, Middle East and Gulf, UK and other European Countries.</li> <li>• Status of tourism in developing countries.</li> <li>• India as a Tourist Destination: A conceptual framework, Destination Image, Building Brand India; Incredible India Campaign</li> <li>• Challenges for Indian Tourism Industry</li> <li>• Tourism Organizations: World Trade Organization (WTO), International Civil Aviation Organization (ICAO), International Air Transport Association (IATA), Pacific Asia Travel Association (PATA), Universal Federation of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Indian Association of Tour Operators (IATO), Ministry of Tourism, Government of India, India Tourism Development Corporation.</li> </ul>	

#### Reference Books:

- S.M.Jha, Tourism Marketing, Himalaya Publishing House, Second Edition, 2011



- Prasanna Kumar, Marketing of Hospitality and Tourism Services, Tata McGraw Hill, 2010
- Kshitiz Sharma, Introduction to Tourism Management, McGraw Hill Education (India) Pvt. Ltd, 2014
- Sunil Kabia, , Tourism and the developing countries, Mohit Publications, First edition, 2005
- M.V.Kulkarni, Tourism marketing, Everest Publishing House, First edition, 2005
- Alan A. Lew, A companion to tourism, Blackwell Publishing
- Krishnan K Kamra, Tourism: An Overview



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Human Resource Planning and Information**  
**System**  
**Course Code: TCC. TCC.UBMSHIV01**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Human Resource Planning and Information System</b>		<b>Course Code: TCC.UBMSHIV01</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Overview of Human Resource Planning (HRP):</b>		<b>15</b>
	<p>Overview of Human Resource Planning (HRP):  Human Resource Planning–Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning.  Process of HRP- Steps in HRP, HR Demand Forecasting–Factors, Techniques – (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting–Factors, Techniques – (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables.</p> <ul style="list-style-type: none"> <li>• Barriers in Effective Implementation of HRP and Ways to Overcome Them.</li> <li>• Strategic Human Resource Planning –Meaning and Objectives.</li> <li>• Link between Strategic Planning and HRP through Technology.</li> <li>• HR Policy –Meaning, Importance.</li> <li>• HR Programme-Meaning and Contents</li> </ul>		
<b>2</b>	<b>Job Analysis, Recruitment and Selection:</b>		<b>15</b>
	<p>Job Analysis, Recruitment and Selection:</p> <ul style="list-style-type: none"> <li>• Job Analysis-Meaning, Features, Advantages.</li> <li>• Job Design: Concept, Issues.</li> <li>• Job Redesign –Meaning, Process, Benefits. Matching Human Resource Requirement and Availability through: Retention- Meaning, Strategies, Resourcing- Meaning, Types. Flexibility – Flexible work practices, Downsizing- Meaning, Reasons, Layoff – Meaning, Reasons.</li> </ul>		



	<ul style="list-style-type: none"> <li>• Recruitment - Meaning and Factors affecting Recruitment, Ethical Issues in Recruitment and Selection.</li> <li>• Employee Selection Tests: Meaning, Advantages and Limitations.</li> <li>• Human Resource Audit: Meaning, Need, Objectives, Process, Areas.</li> </ul>	
<b>3</b>	<b>HRP Practitioner, Aspects of HRP and Evaluation:</b>	<b>15</b>
	<p>HRP Practitioner, Aspects of HRP and Evaluation:</p> <ul style="list-style-type: none"> <li>• HRP Practitioner: Meaning, Role.</li> <li>• HRP Management Process: <ul style="list-style-type: none"> <li>♣ Establish HRP Department Goals and Objectives</li> <li>♣ Creating HRP Department Structure</li> <li>♣ Staffing the HRP Department</li> <li>♣ Issuing Orders</li> <li>♣ Resolving Conflicts</li> <li>♣ Communicating</li> <li>♣ Planning for Needed Resources</li> <li>♣ Dealing with Power and Politics -Meaning and Types of Power</li> </ul> </li> <li>• HRP as Tool to Enhance Organisational Productivity</li> <li>• Impact of Globalisation on HRP.</li> <li>• Aspects of HRP : Performance Management, Career Management, Management Training and Development, Multi Skill Development</li> <li>• Return on Investment in HRP- Meaning and Importance.</li> <li>• HRP Evaluation- Meaning, Need, Process, Issues to be considered during HRP Evaluation.</li> <li>• Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP</li> </ul>	
<b>4</b>	<b>Human Resource Information Systems:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Human Resource Information Systems:</li> <li>• Data Information Needs for HR Manager – Contents and Usage of Data.</li> <li>• HRIS-Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS.</li> <li>• Security Issues in Human Resource Information Systems.</li> <li>• HRIS for HRP</li> </ul>	

**Reference Books:**

- Bhattacharya D.K, Human Resource Planning, Excel Books.
- John Bramham, Human Resource Planning, University Press.
- Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.
- William J.Rothwell & H.C. Kazanaas, Planning & Managing Human Resources, Jaico Publishing House .
- Arun Sekhri, Human Resource Planning And Audit, Himalaya Publishing House.



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Training & Development in HRM**  
**Course Code: TCC.UBMSHIV02**





<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Training &amp; Development in HRM</b>		<b>Course Code: TCC.UBMSHIV02</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Overview of Training:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Overview of training– concept, scope, importance, objectives, features, need and assessment of training.</li> <li>• 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 &amp;Off the Job Method.</li> <li>• Assessment of Training Needs, Methods &amp; Process of Needs Assessment.</li> <li>• Criteria &amp; designing-Implementation– an effective training program.</li> </ul>		
<b>2</b>	<b>Overview of Development:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Overview of development– concept, scope, importance &amp; need and features, Human Performance Improvement</li> <li>• Counselling techniques with reference to development employees, society and organization.</li> <li>• Career development– Career development cycle, model for planned self-development, succession planning.</li> </ul>		
<b>3</b>	<b>Concept of Management Development:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Concept of Management Development.</li> <li>• Process of MDP.</li> <li>• Programs &amp; methods, importance, evaluating a MDP</li> </ul>		
<b>4</b>	<b>Performance measurement, Talent management &amp; Knowledge management:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Performance measurements– Appraisals, pitfalls &amp; ethics of appraisal.</li> <li>• Talent management –Introduction ,Measuring Talent Management, Integration &amp; future of TM, Global TM &amp; knowledge management— OVERVIEW -Introduction: History, Concepts,</li> <li>• Knowledge Management: Definitions and the Antecedents of KM</li> </ul>		



	Information Management to Knowledge Management , Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle	
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**Reference Books:**

- Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.
- Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York
- Employee Training And Development - Raymond Noe
- Every Trainers Handbook- Devendra Agochia
- 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
- Training And Development- S.K. Bhatia.



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Change Management**  
**Course Code: TCC.UBMSHIV03**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Change Management</b>		<b>Course Code: TCC.UBMSHIV03</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction &amp; levels of change. Importance, imperatives of change, Forces of change. Causes-social, economic, technological and organizational.</li> <li>• Organizational culture &amp; change.</li> <li>• Types &amp; Models of change –Kurt Lewin’s change model, Action research, Expanded Process Model., A.J. Leavitts model</li> </ul>		
<b>2</b>	<b>Impact of Change:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Change &amp; its implementation.– individual change: concept, need, importance &amp; risk of not having individual perspective. Team Change –concept, need, importance &amp; limitation</li> <li>• Change &amp; its impact– Resistance to change &amp; sources-sources of individual resistance, sources of organizational resistance</li> </ul>		
<b>3</b>	<b>Resistance to Change:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Overcoming Resistance to change – Manifestations of resistance, Six box model</li> <li>• Minimizing RTC.</li> <li>• OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, Coaching &amp; mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress</li> </ul>		



<b>4</b>	<b>Effective implementation of change:</b>	<b>15</b>
	<ul style="list-style-type: none"><li>• Effective implementation of change–change agents and effective change programs.</li><li>• Systematic approach to change, client &amp; consultant relationship</li><li>• Classic skills for leaders</li><li>• Case study on smart change leaders, caselets on Action research.</li></ul>	

**Reference Books:**

- Organisational Development by French and Bell
- An experiential approach to O.D. by Harvey and Brown
- Consultants and Consulting Styles by Dharani Sinha P.
- Kavita Singh- Organization change
- S.K. Bhatia- Organisational Change-
- K.Ashwathapa- Management & OB, HRM.
- Radha Sharma- Training & Development.



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Conflict & Negotiation**  
**Course Code: TCC. TCC.UBMSHIV04**





<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Conflict &amp; Negotiation</b>		<b>Course Code: TCC.UBMSHIV04</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Overview of Conflict:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Meaning of Conflict, Nature, Transitions in Conflict Thought – Traditional View, Human Relations View, Interactionist View. Functional and Dysfunctional Conflict, Levels of Conflicts, Process of Conflicts.</li> <li>• Meaning of Industrial/ Organizational Conflict, Causes, Benefits and Limitations of Conflicts to the Organization.</li> <li>• Conflict Outcomes - win-lose, lose-lose, compromise, win-win.</li> <li>• Five belief domains of Conflicts – Superiority, Injustice, Vulnerability, Distrust, Helplessness</li> </ul>		
<b>2</b>	<b>Conflict Management:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Meaning of Conflict management, Need and Importance of Conflict management, Conflict Resolution Strategies - Competing, Accommodating, Avoiding, Compromising, Collaborative. Strategies for resolving conflicts at – Intra-personal, Inter-personal, Intragroup and Inter group levels.</li> <li>• Prevention of Industrial Conflicts – Labour welfare officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure, Collective Bargaining.</li> <li>• Settlement of Conflicts – Investigation, Mediator, Conciliation, Voluntary arbitration, compulsory arbitration, labour courts, industrial tribunals, national tribunals</li> </ul>		



<b>3</b>	<b>Overview of Negotiation:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Negotiation - Meaning, Importance of Negotiation, Process, Factors/ Elements affecting negotiation, Challenges for an Effective Negotiation</li> <li>• Role of Communication, Personality and Emotions in Negotiation.</li> <li>• Distributive and Integrative Negotiation (concepts)</li> <li>• Cross-Cultural Negotiation – Meaning, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation.</li> <li>• Types of Negotiations in Corporates/ Work Place – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations</li> <li>• International Negotiations - Meaning, Factors affecting negotiation</li> </ul>	
<b>4</b>	<b>Managing Negotiations, Ethics in Negotiation and 3D Negotiation:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Third Party Negotiation               <ol style="list-style-type: none"> <li>1. Mediation - Meaning, Role of Mediator</li> <li>2. Arbitration – Meaning, Role of Arbitrator</li> <li>3. Conciliation – Meaning, Role of Conciliator</li> <li>4. Consultation – Meaning, Role of Consultant</li> </ol> </li> <li>• Skills for Effective Negotiation</li> <li>• Negotiation as an Approach to Manage Conflicts.</li> <li>• Ethics in Negotiation – Meaning, Need, Ethically Ambiguous Negotiation Tactics.</li> <li>• Culture and Negotiation – Meaning, Influence of culture on negotiations</li> <li>• 3D Negotiation – Meaning, The 3 Dimensions for successful negotiations</li> </ul>	

**Reference Books:**

- Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
- B. D. Singh - Negotiation Made Simple (Excel Books, 1st Ed.)



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Information Technology in Business Management-**  
**II**  
**Course Code: TCC.UBMSIV03**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Information Technology in Business Management-II</b>		<b>Course Code: TCC.UBMSIV03</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Management Information System:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Overview of MIS Definition, Characteristics</li> <li>• Subsystems of MIS (Activity and Functional subsystems)</li> <li>• Structure of MIS</li> <li>• Reasons for failure of MIS.</li> <li>• Understanding Major Functional Systems Marketing &amp; Sales Systems Finance &amp; Accounting Systems Manufacturing &amp; Production Systems Human Resource Systems Inventory Systems</li> <li>• Sub systems, description and organizational levels</li> <li>• Decision support system Definition Relationship with MIS</li> <li>• Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS</li> </ul>		
<b>2</b>	<b>ERP/E-SCM/E-CRM:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Concepts of ERP</li> <li>• Architecture of ERP Generic modules of ERP</li> <li>• Applications of ERP • ERP Implementation concepts ERP lifecycle</li> <li>• Concept of XRP (extended ERP)</li> <li>• Features of commercial ERP software Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft</li> <li>• Concept of e-CRM E-CRM Solutions and its advantages, How technology helps?</li> <li>• CRM Capabilities and customer Life cycle Privacy Issues and CRM</li> <li>• Data Mining and CRM CRM and workflow Automation</li> </ul>		



	<ul style="list-style-type: none"> <li>• Concept of E-SCM Strategic advantages, benefits E-SCM Components and Chain Architecture</li> <li>• Major Trends in e-SCM</li> <li>• Case studies ERP/SCM/CRM</li> </ul>	
<b>3</b>	<b>Introduction to Data base and Data warehouse:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction to DBMS Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.</li> <li>• Data Warehousing and Data Mining Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries</li> <li>• Data Mining The scope and the techniques used</li> <li>• Business Applications of Data warehousing and Data mining</li> </ul>	
<b>4</b>	<b>Outsourcing:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Introduction to Outsourcing Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing: IT and Business Processes</li> <li>• Business Process Outsourcing (BPO) Introduction</li> <li>• BPO Vendors How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services</li> <li>• BPO Business Model Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO</li> <li>• BPO to KPO Meaning of KPO KPO vs BPO KPO: Opportunity and Scope KPO challenges KPO Indian Scenario</li> <li>• Outsourcing in Cloud Environment Cloud computing offerings</li> <li>• Traditional Outsourcing Vs. Cloud Computing</li> </ul>	



## References:

- Information Technology for Management, 6TH ED (With CD ) By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
- Microsoft Office Professional 2013 Step by Step By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch 3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13,Ch-14)
- Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan 5. (E-Book :  
<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>)
- Electronic Commerce - Technologies & Applications. Bharat, Bhaskar  
<https://play.google.com/books/reader?id=F1zbUaBtk7IC&printsec=frontcover&output=reader&hl=en&pg=GBS.PP1>



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.





**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Foundation Course –IV (Ethics & Governance)**  
**Course Code: TCC.UBMSIV04**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Foundation Course –IV (Ethics &amp; Governance)</b>		<b>Course Code: TCC.UBMSIV04</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>

<b>Module. No</b>	<b>Details</b>	<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Ethics and Business Ethics:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Ethics: Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial</li> <li>Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition</li> <li>• Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences</li> <li>Myths about Business Ethics</li> <li>Ethical Performance in Businesses in India</li> </ul>	
<b>2</b>	<b>Ethics in Marketing, Finance and HRM:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Ethics in Marketing: Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing, Ethics in Advertising and Types of Unethical Advertisements</li> <li>• Ethics In Finance: Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower, Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime,</li> </ul>	



	Major Corporate Scams in India, Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992 • Ethics in Human Resource Management: Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership	
<b>3</b>	<b>Corporate Governance:</b>	<b>15</b>
	• Concept, History of Corporate Governance in India, Need for Corporate Governance • Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance • Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory • Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading	
<b>4</b>	<b>Corporate Social Responsibility (CSR):</b>	<b>15</b>
	• Meaning of CSR, Evolution of CSR, Types of Social Responsibility • Aspects of CSR- Responsibility, Accountability, Sustainability and Social Contract • Need for CSR • CSR Principles and Strategies • Issues in CSR • Social Accounting • Tata Group's CSR Rating Framework • Sachar Committee Report on CSR • Ethical Issues in International Business Practices • Recent Guidelines in CSR • Society's Changing Expectations of Business With Respect to Globalisation • Future of CSR	

### **Reference Books:**

- Laura P. Hartman, Joe DesJardins, Business Ethics, Mcgraw Hill, 2nd Edition
- C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
- Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition
- Richard T DeGeorge, Business Ethics, Pearson, 7th Edition
- Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008
- S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010
- Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Business Economics- II**  
**Course Code: TCC.UBMSIV05**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Business Economics- II</b>		<b>Course Code: TCC.UBMSIV05</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to Macroeconomic Data and Theory:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Macroeconomics: Meaning, Scope and Importance.</li> <li>• Circular flow of aggregate income and expenditure: closed and open economy models</li> <li>• The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.</li> <li>• Short run economic fluctuations: Features and Phases of Trade Cycles</li> <li>• The Keynesian Principle of Effective Demand: Aggregate Demand and Aggregate Supply - Consumption Function - Investment function - effects of Investment Multiplier on Changes in Income and Output</li> </ul>		
<b>2</b>	<b>Money, Inflation and Monetary Policy:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money</li> <li>• Demand for Money: Classical and Keynesian approaches and Keynes' liquidity preference theory of interest</li> <li>• Money and prices: Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach</li> <li>• Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy.</li> <li>• Monetary policy: Meaning, objectives and instruments, inflation targeting</li> </ul>		



<b>3</b>	<b>Constituents of Fiscal Policy:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Role of a Government to provide public goods- Principles of Sound and Functional Finance</li> <li>• Fiscal Policy: Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy</li> <li>• Instruments of Fiscal policy : Canons of taxation - Factors influencing incidence of taxation - Effects of taxation Significance of Public Expenditure - Social security contributions- Low Income Support and Social Insurance Programmes - Public Debt - Types, Public Debt and Fiscal Solvency, Burden of debt finance</li> <li>• Union budget -Structure- Deficit concepts -Fiscal Responsibility and Budget Management Act.</li> </ul>	
<b>4</b>	<b>Open Economy: Theory and Issues of International Trade:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• The basis of international trade :Ricardo’s Theory of comparative cost advantage - The Heckscher – Ohlin theory of factor endowments- terms of trade - meaning and types Factors determining terms of trade - Gains from trade - Free trade versus protection</li> <li>• Foreign Investment: Foreign Portfolio investment- Benefits of Portfolio capital flowsForeign Direct Investment - Merits of Foreign Direct Investment - Role of Multinational corporations</li> <li>• Balance of Payments: Structure -Types of Disequilibrium - Measures to correct disequilibrium in BOP.</li> <li>• Foreign Exchange and foreign exchange market : Spot and Forward rate of Exchange - Hedging, Speculation and Arbitrage -Fixed and Flexible exchange rates- Managed flexibility</li> </ul>	

**Reference Books:**

- Ackley.G (1976), Macro Economic Theory and Policy, Macmillan Publishing Co. New York
- Ahuja. H.L., Modern Economics — S.Chand Company Ltd. New Delhi.
- Bhatia H.L.: Public Finance. Vikas Publishing House Pvt. Ltd
- Dornbush , Fisher and Startz, Macroeconomics, Tata-Mac Graw Hill, New Delhi.
- Dwivedi, D.N. (2001), Macro Economics: Theory and Policy, Tata-Mac Graw Hill, New Delhi.
- Friedman Hilton (1953) Essays in Positive Economics, University of Chicago Press, London.
- Francis Cherunilam International Economics Tata McGraw – Hill Publishing co.Ltd.New Delhi.
- Gregory .N. Mankiw, Macroeconomics, Fifth Edition (2002) New York:Worth Publishers
- Jhingan, M.L., Principles of Economics — Vrinda Publications (P) Ltd.
- Jhingan M.L. – International Economics – Vrinda publication Pvt. Ltd – Delhi
- Musgrave, R.A and P.B. Musgrave (1976) : Public Finance in Theory and Practice,



Tata McGraw Hill, Kogakusha, Tokyo

- Shapiro, E (1996), Macro-Economic Analysis, Golgotha Publication, New Delhi.
- Singh.S.K. (2014): Public finance in Theory and Practice, S.Chand &co Pvt Ltd, New Delhi
- Salvatore Dominick – International Economics – John Wiley & sons, Inc Singapore
- Vaish .M.C. (2010) Macro Economic Theory 14th edition, Vikas Publishing House(P)Ltd.





Scheme of Evaluation Pattern

**Table 1A:** Scheme of Continuous Evaluation (CE)

	<b>Sub-components</b>	<b>Maximum Marks</b>
1	Written assignment of 1000 words involving analysis of events related to the course taken from a newspaper, magazine, journal etc.(See Annexure I)	15
2	Book review. The book selected must be approved by the teacher. A report of 1000 words must be submitted. (See Annexure II)	15
3	MCQ Based Test	10
<b>TOTAL</b>		<b>40</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Table 1B:**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)

**Question Paper Pattern for Semester End Examination (SEE)**

**Maximum Marks: 60 Minimum Marks to Pass: 24**

**Duration: 2 hours**

Note: All questions are compulsory. Each question has an internal choice.

Question Number	Nature of Questions	Maximum Marks	From
1)	a)	Define the following concepts (Attempt any 7 out of 10):	Module I
	b)	State with reasons whether the following statements are true or false (Attempt any 4 out of 6)	
	<b>Attempt any 1 question out of the following 3:</b>		
2)	a)	Full length question	Module II
	b)	Three Notes (5 Marks Each)	
	c)	Application/Numerical Question	
	<b>Attempt any 1 question out of the following 3:</b>		
3)	a)	Full length question	Module III
	b)	Three Notes (5 Marks Each)	
	c)	Application/Numerical Question	
	<b>Attempt any 1 question out of the following 3:</b>		
4)	a)	Full length question	Module IV
	b)	Three Notes (5 Marks Each)	
	c)	Application/Numerical Question	
	<b>Attempt any 1 question out of the following 3:</b>		



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Business Research Methods**  
**Course Code: TCC.UBMSIV06**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Business Research Methods</b>		<b>Course Code: TCC.UBMSIV06</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Introduction to business research methods:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Meaning and objectives of research</li> <li>• Types of research– a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific &amp; Social e) Historical f) Exploratory g) Descriptive h)Causal</li> <li>• Concepts in Research: Variables, Qualitative and Quantitative Research</li> <li>• Stages in research process. • Characteristics of Good Research</li> <li>• Hypothesis-Meaning, Nature, Significance, Types of hypothesis Sources.</li> <li>• Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal.</li> <li>• Sampling– <ul style="list-style-type: none"> <li>a) meaning of sample and sampling,</li> <li>b) methods of sampling- <ul style="list-style-type: none"> <li>i) Non probability Sampling– Convenient, Judgment, Quota, Snow ball</li> <li>ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.</li> </ul> </li> </ul> </li> </ul>		
<b>2</b>	<b>Data collection and Processing:</b>		<b>15</b>
	<ul style="list-style-type: none"> <li>• Types of data and sources-Primary and Secondary data sources</li> <li>• Methods of collection of primary data <ul style="list-style-type: none"> <li>a) Observation- i) structured and unstructured, ii) disguised and undisguised, iii) mechanical observations (use of gadgets)</li> <li>b) Experimental i) Field ii) Laboratory</li> <li>c) Interview – i) Personal Interview ii) focused group, iii) in- depth interviews - Method,</li> </ul> </li> </ul>		



	<p>d) Survey– Telephonic survey, Mail, E-mail, Internet survey, social media, and Media listening.</p> <p>e) Survey instrument– i) Questionnaire designing.</p> <p>f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions.</p> <p>g) Scaling techniques-i) Likert scale, ii) Semantic Differential scale</p>	
<b>3</b>	<b>Data analysis and Interpretation:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Processing of data– i) Editing- field and office editing, ii) coding– meaning and essentials, iii) tabulation – note</li> <li>• Analysis of data-Meaning, Purpose, types.</li> <li>• Interpretation of data-Essentials, importance and Significance of processing data</li> <li>• Multivariate analysis– concept only</li> <li>• Testing of hypothesis– concept and problems– i) chi square test, ii) Zandt-test (for large and small sample)</li> </ul>	
<b>4</b>	<b>Advanced techniques in Report Writing:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography</li> <li>• Ethics and research</li> <li>• Objectivity, Confidentiality and anonymity in Research</li> <li>• Plagiarism</li> </ul>	

### Reference Books:

- Research for Marketing Decisions Paul E. Green, Donald S. Tull
- Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
- Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication
- Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
- Marketing research and applied orientation, Naresh K Malhotra, Pearson
- Statistics for management, Levin and Reuben, Prentice Hall.
- Research Methods for Management: S Shajahan, Jaico Publishing



**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.



**Program: Bachelor of Management Studies**  
**Semester-IV**  
**Elective Course: Production & Total Quality Management**  
**Course Code: TCC.UBMSIV07**



<b>Bachelor of Management Studies</b>		<b>Semester – IV</b>	
<b>Course Name: Production &amp; Total Quality Management</b>		<b>Course Code: TCC.UBMSIV07</b>	
<b>Periods per week (1 Period is 48 minutes)</b>		<b>4</b>	
<b>Credits</b>		<b>3</b>	
		<b>Hours</b>	<b>Marks</b>
<b>Evaluation System</b>	<b>Semester End Examination</b>	<b>2</b>	<b>60</b>
	<b>Continuous Evaluation</b>		<b>40</b>
<b>Module. No</b>	<b>Details</b>		<b>No. of Lectures</b>
<b>1</b>	<b>Production Management:</b>		<b>15</b>
	Production Management • Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. • Product Development, Classification and Product Design. • Plant location & Plant layout– Objectives, Principles of good product layout, types of layout. • Importance of purchase management.		
<b>2</b>	<b>Materials Management:</b>		<b>15</b>
	• Materials Management: Concept, Objectives and importance of materials management Various types of Material Handling Systems. • Inventory Management: Importance–Inventory Control Techniques ABC, VED, FSN, GOLF, XYZ, SOS, HML. EOQ: Assumptions limitations & advantages of Economic Order Quantity, Simple numerical on EOQ , Lead Time, Reorder Level, Safety Stock.		



<b>3</b>	<b>Basics Of Productivity &amp;TQM:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Basics Of Productivity &amp;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.</li> <li>• Product &amp; 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</li> </ul>	
<b>4</b>	<b>Quality Improvement Strategies &amp; Certifications:</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>• Quality Improvement Strategies &amp;Certifications: Lean Thinking, Kepner Tregor Methodology of problem solving, Sigma features, Enablers, Goals, DMAIC/DMADV. TAGUCHI’S QUALITY ENGINEERING ISO 9000 ISO 1400, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming’s Application Prize.</li> </ul>	

**Reference Books:**

- Production and Operations Management: R. Paneerselvam
- Production (Operations) Management: L.C. Jhamb
- K. Ashwathappa and K.Shridhar Bhatt; Production and Operations management
- Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
- Srinivas Gondhalekar and Uday Salunkhe, “Productivity Techniques”, Himalaya Publishing House
- Gerard Leone and Richard D. Rahn, “Productivity Techniques”, Jaico Book House
- John S. Oakland, “TQM: Text with Cases”, Butterworth-Heinemann





**EVALUATION PATTERN**  
**Continuous Evaluation (Internal Assessment)**

The Continuous evaluation will consist of

	<b>Total Marks</b>
<b>Assignment/Case Studies/Project/Field Visit</b>	15 Marks
<b>Presentation/Book Review/Research Paper Report</b>	15 Marks
<b>Objectives</b>	10 Marks
<b>TOTAL MARKS</b>	<b>40 Marks</b>

Attendance Compulsory in all the three above components and Minimum Passing Percentage is 40% (16 Marks)

**Semester End Examination Question Paper Pattern (Minimum Passing Marks 24)**

Maximum Marks: 60

Duration: 2 Hours

All Questions are Compulsory Carrying 15 Marks each.

<b>Q. No.</b>	<b>Particular</b>	<b>Marks</b>
<b>Q-1</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-2</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-3</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR A. Full Length Question (8 Marks) B. Full Length Question (7 Marks)	<b>15 Marks</b>
<b>Q-4</b>	<b>Attempt the following:</b> A. Full Length Question (8 Marks) B. Full Length Question (7 Marks) OR C. Short Notes to be asked 05 To be answered 03	<b>15 Marks</b>

**Note:** Two sub questions of 7/8 Marks can be a one question of 15 Marks.