

Vidya Prasarak Mandal's
K.G. Joshi College of Arts &
N.G. Bedekar College of Commerce
(Autonomous)

(Affiliated to University of Mumbai) Program: B. M. S.
Syllabus for SYBMS (Programme at Semester III & IV)

Year of Establishment: 1999-2000

Year of Upgrading: 2022-2023

Specific Programme: JBCUCBMS

Preamble

The objective of any programme at Higher Education Institute is to prepare their students for the society at large. The University of Mumbai envisions all its programmes in the best interest of their students and in this endeavour it offers a new vision to all its Under Graduate courses. It imbibes a Learning Outcome-based Curriculum Framework (LOCF) for all its Under Graduate programmes. The LOCF approach is envisioned to provide a focused, outcome-based syllabus at the undergraduate level with an agenda to structure the teaching-learning experiences in a more student-centric manner. The LOCF approach has been adopted to strengthen students' experiences as they engage themselves in the programme of their choice. The Under-Graduate Programmes will prepare the students for both, academia and employability. Each programme vividly elaborates its nature and promises the outcomes that are to be accomplished by studying the courses. The programmes also state the attributes that it offers to inculcate at the graduation level. The graduate attributes encompass values related to well-being, emotional stability, critical thinking, social justice and also skills for employability. In short, each programme prepares students for sustainability and life-long learning. The new curriculum of Bachelor of Management Studies offer students' core papers that help build their foundation in the area of management. The choice of generic electives and skill enhancement courses enable students to pursue an area of their interest in the field of management. The contents of each course have been carefully designed to prepare students with knowledge and skill sets that will not only make them industry ready but also foster entrepreneurial and innovative thinking. The University of Delhi hopes the LOCF approach of the programme Bachelor of Management Studies will help students in making an informed decision regarding the goals that they wish to pursue in further education and life, at large.

Programme Specific Outcome

- Programme outcomes are a set of competencies which students acquire at the end of graduation. On successful completion, they shall
- Acquire knowledge about management practices which facilitate them to become effective professionals.
- Be capable to pursue higher studies in diverse fields of management such as media studies, business administration, human resource management and financial management.
- Be adequately trained to be entrepreneurs and communicate effectively.
- Develop a positive attitude towards lifelong learning and research.
- Acquire the required skills to develop business models and be responsible global citizens with crosscultural competent behaviour and ethical values.

DISTRIBUTION OF SUBJECT AND CREDITS

Course	Course name	Semester	Course Nomenclature	Course Code	Credits
SYBMS	Core	III	1. Information Technology in Business Management - I	JBCUCBMS301	3
			2. Foundation Course – III	JBCUCBMS302	2
			3. Business Planning & Entrepreneurial Management	JBCUCBMS303	3
			4. Accounting for Managerial Decisions	JBCUCBMS304	3
			5. Strategic Management	JBCUCBMS305	3
SYBMS	SYBMS Finance	III	1. Introduction to Cost Accounting	JBCUCBMS306	3
			2. Corporate Finance	JBCUCBMS307	3
SYBMS	SYBMS Marketing	III	1. Consumer Behaviour	JBCUCBMS308	3
			2. Advertising	JBCUCBMS309	3
SYBMS	SYBMS HR	III	1. Recruitment & Selection	JBCUCBMS310	3
			2. Organisation Behaviour & HRM	JBCUCBMS311	3

DISTRIBUTION OF SUBJECT AND CREDITS

Course	Course name	Semester	Course Nomenclature	Course Code	Credits
SYBMS	Core	IV	1. Information Technology in Business Management-II	JBCUCBMS401	3
			2. Foundation course-IV	JBCUCBMS402	2
			3. Business Economics-II	JBCUCBMS403	3
			4. Business Research Methods	JBCUCBMS404	3
			5. Production & Total Quality Management	JBCUCBMS405	3
SYBMS	SYBMS Finance	IV	1. Financial Institutions & Markets	JBCUCBMS406	3
			2. Corporate Restructuring	JBCUCBMS407	3
SYBMS	SYBMS Marketing	IV	1. Integrated Marketing Communication	JBCUCBMS408	3
			2. Event Marketing	JBCUCBMS409	3
SYBMS	SYBMS HR	IV	1. Training & Development in HRM	JBCUCBMS410	3
			2. Change Management	JBCUCBMS411	3

SYBMS

Semester III

Course Nomenclature: Information Technology in Business Management-I

Course Code: JBCUCBMS301

Course Outcomes

1.	To learn basic concepts of Information Technology, its support and role in Management.
2.	To learn practical hands-on training required for office automation. It is expected to have practical sessions of latest MS-Office software.
3.	To understand basic concepts of Email, Internet and websites, domains and security therein.
4.	To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features and cryptography.

SYBMS

SEMESTER III

TITLE: Information Technology in Business Management-I

UNIT-1 Introduction to IT Support in Management (15)

- Information Technology concepts- Concept of Data, Information and Knowledge, Concept of Database
- Introduction to Information Systems and its major components. -Types and Levels of Information systems.
- Computer based Information Systems (CBIS), Types of CBIS - brief descriptions and their interrelationships/hierarchies , Office Automation System(OAS), Transaction Processing System(TPS) , Management Information System(MIS), Decision Support Systems (DSS), Executive Information System(EIS), Knowledge based system, Expert system
- IT Development Trends- Major areas of IT Applications in Management, Concept of Digital Economy and Digital Organization.
- IT Resources- Open Source Software - Concept and Applications.
- Study of Different Operating Systems. (Windows / Linux/ DOS)

UNIT-2 Office Automation using MS Office (15)

- 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.
- Spreadsheet application (e.g. MS-Excel/openoffice.org): Creating/Saving and editing spreadsheets, Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions: Use of VLookup/ HLookup Data analysis – sorting data, filtering data (AutoFilter, Advanced Filter), what-if analysis (using data tables/scenarios), creating sub-totals and rand totals, pivot table/chart, goal seek.
- 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

UNIT-3 Email, Internet and its Applications (15)

- Introduction to Email
- 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
- DNS Basics- Domain Name Registration, Hosting Basics.,
- 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, Electronic Funds Transfer, Electronic Data Interchange.

UNIT –4 Cyber Security Systems

(15)

- Cyber Security system- Introduction: What is a cyber security threat? Types of cyber security threats-Virus, hacking, phishing, spyware, spam, Man in the Middle Attack, Denial of Service Attack, Internet Security, Website Security, Email Security, Firewall concept and component, Benefits of Firewall, E-Cash, Security requirements for Safe E-Payments, Cryptography-Encryption

- Laws of Data Security

Introduction: Laws, Investigation and Ethics: Cyber Crime, Information Security and

Law, Types & overview of Cyber Crimes, Cyber Law Issues in E-Business Management

Overview of Indian IT Act, Ethical Issues in Intellectual property rights,

Copy Right, Patents, Data privacy and protection, Software piracy, Plagiarism, Issues in ethical hacking.

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
- 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
- Electronic Commerce - Technologies & Applications
- Andrew S Tanenbaum, Computer Networks -, 4th Edition, Pearson Education
- Sood, "Cyber Laws Simplified", Mc Graw Hill
- Anthony Reyes, "Cyber Crime Investigations: Bridging the Gaps Between Security Professionals, Law Enforcement, and Prosecutors"
- William Stallings (2006), Cryptography and Network Security: Principles and Practice, 4th edition, Pearson Education, India.
- Ranjan Bose, Information Theory, Coding and Cryptography, Ranjan Bose, Tata McGrawHill , Second Edition.
- Behrouz A. Ferouzan, "Cryptography & Network Security", Tata Mc Graw Hill
- E -Commerce Fundamentals and application (Henry Chan) Wiley publication

Semester III

Core Subject

Course Nomenclature: Foundation Course – III Environmental Management

Course Code: JBCUCBMS302

COURSE OUTCOMES

1	To ensure that students are able to grasp the theoretical and conceptual problems related to environmental management
2	To provide complete overview of existing environmental issues to students along with possible guidelines to tackle them from an non – technical perspective
3	To help students recognize the importance of sustainability goals and acquaint them with existing legislations to realistically achieve them
4	To introduce students to innovations in business practices with special focus on environmental management

SYBMS

SEMESTER III

TITLE: Foundation Course –III Environmental Management

Sr. No.	Modules / Units
1	Environmental Concepts: <ul style="list-style-type: none">• Environment: Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere• Biogeochemical cycles - Concept and water cycle• Ecosystem & Ecology; Food chain, food web & Energy flow pyramid• Resources: Meaning, classification(Renewable& non-renewable), types & Exploitation of Natural resources in sustainable manner
2	Environment degradation <ul style="list-style-type: none">• Degradation-Meaning and causes, degradation of land, forest and agricultural land and its remedies• Pollution – meaning, types, causes and remedies (land, air, water and others)• Global warming: meaning, causes and effects.• Disaster Management: meaning, disaster management cycle.• Waste Management: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste)
3	Sustainability and role of business <ul style="list-style-type: none">• Sustainability: Definition, importance and Environment Conservation.• Environmental clearance for establishing and operating Industries in India.• EIA, Environmental auditing, ISO 14001• Salient features of Water Act, Air Act and Wildlife Protection Act.• Carbon bank & Kyoto protocol
4	Innovations in business- an environmental perspective <p>Innovative Business Models:</p> <ul style="list-style-type: none">• Waste management projects for profits• Eco – consulting• Sustainability model• Circular economy business model• Environmental, Social & Governance (ESG) and other business projects for greener future

References:

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

Semester III

Core Subject

Course Nomenclature: Business Planning & Entrepreneurial Management FRAMEWORK

Course Code: JBCUCBMS303

COURSE OUTCOMES

1	To provide an overview of various aspects related to entrepreneurship management
2	To acquaint the learners with issues related to entrepreneurship management and business planning.
3	To develop an awareness and abilities to be entrepreneurs among the students.
4	To create an interest of entrepreneurship in the students.
5	To acquaint the learners with valuation of start –ups and business.

SYBMS

SEMESTER III

TITLE: Business Planning & Entrepreneurial Management

Sr. No.	Modules / Units
1	Foundations & Types of Entrepreneurship Development: <ul style="list-style-type: none">• Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities• External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal.• Types & Classification Of Entrepreneurs Intrapreneur –Concept and Development of Intrapreneurship• Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group• Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's.
2	Entrepreneur Project Development & Business Plan <ul style="list-style-type: none">• Entrepreneurial development Program (EDP)– concept, factor influencing EDP• Idea generation– Sources-Development of product /idea• Business Planning Process-The business plan as an Entrepreneurial tool, scope, and value of Business plan.• Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership,• Critical Risk Contingencies of the proposal, Scheduling and milestones.
3	Venture Development <ul style="list-style-type: none">• Steps involved in starting of Venture MSME and its function• Institutional support to an Entrepreneur• Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects• Marketing: Methods, Market Evaluation, and marketing strategies
4	Valuation of Business & Trends <ul style="list-style-type: none">• New trends in entrepreneurship Valuation of Business Methods of valuation for start ups. – Venture Capitalist method, First Chicago method and Adjusted Discounted cash Flow Method.• Trends in entrepreneurship. Methods to Quick start a business (Packaged Business, Ancillarisation, BPO, Franchise, M&A)

References:

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur Vs Entrepreneurship- Human Diagno
6. The successful Entrepreneurs Guidebook: Colin Barrow, Robert Brown and Liz Clarke (Kogan Page India)

Semester III

Core Subject

Course Nomenclature: Accounting for Managerial Decisions

FRAMEWORK

Course Code: JBCUCBMS304

COURSE OUTCOMES

1	To acquaint management learners with basic accounting fundamentals.
2	To develop financial analysis skills among learners.
3	The course aims at explaining the core concepts of business finance and its importance in managing a business
4	To ascertain working capital requirement of an enterprise
5	To assess maximum permissible limit to working capital to be sanctioned by Bank

SYBMS

SEMESTER III

TITLE: Accounting for Managerial Decisions

Sr. No.	Modules / Units
1	Analysis and Interpretation of Financial statements <ul style="list-style-type: none">• Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies• Vertical Form of Balance Sheet and Profit & Loss A/c-Trend Analysis, Comparative Statement & Common Size.
2	Ratio analysis and Interpretation <ul style="list-style-type: none">• Ratio analysis and Interpretation (based on vertical form of financial statements) including conventional and functional classification restricted to:• Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.• Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover, Creditors Turnover Ratio• Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio,• Different modes of expressing ratios: -Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.
3	Cash flow statement <p>Preparation of cash flow statement (Accounting Standard-3(revised))</p>
4	Working capital <ul style="list-style-type: none">• Working capital-Concept, Estimation of requirements in case of Trading & Manufacturing Organizations.<ul style="list-style-type: none">• Working Capital Financing:- factors affecting working capital, Strategies of working capital Financing, Short Term working capital financing, Maximum Permissible Bank Finance (Tandon Committee)

References:

1. Srivastava R M, *Essentials of Business Finance*, Himalaya Publications
2. Anthony R N and Reece JS. *Accounting Principles*, HoomwoodIllinos , Richard D. Irvin
3. Bhattacharya SK and Dearden J. - *Accounting for Management. Text and Cases* , New Delhi.
4. Hingorani NL and ramanthan AR - *Management Accounting* , New Delhi
5. Ravi M. Kishore , *Advanced management Accounting* , Taxmann , NewDelhi
6. Maheshwari SN - *Management and Cost Accounting* , Sultan Chand , New Delhi
7. Gupta , SP - *Management Accounting* , Sahitya Bhawan , Agra .

Semester III

Core Subject

Course Nomenclature: Strategic Management

FRAMEWORK

Course Code: JBCUCBMS305

COURSE OUTCOMES

1	The objective of this course is to learn the strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world.
2	The focus is to critically examine the management of the entire enterprise from the Top Management view points.
3	This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

SYBMS

SEMESTER III

TITLE: Strategic Management

Sr. No.	Modules / Units
1	Introduction to Strategic Management <ul style="list-style-type: none">• Concept of Strategic Management, Strategic Management Process, Vision, Mission, Goals, objectives, plans• Levels of Strategies: Corporate, Business and Operational Level Strategy• Start-up Business Strategies and Make in India Model: Process of business start ups and its Challenges,• Public Private Participation: Importance, Problems and Governing Strategies of PPP Model.
2	Strategy Formulation <p>Environment Analysis and Scanning(SWOT)</p> <ul style="list-style-type: none">• Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)• Business Level Strategy(Cost Leadership, Differentiation, Focus)
3	Strategic Implementation <ul style="list-style-type: none">• Models of Strategy making.• Strategic Analysis& Choices &Implementation: BCG Matrix, GE 9Cell, Porter5 Forces, 7S Frame Work• Implementation: Meaning, Steps and implementation at Project, Process, Structural ,Behavioural ,Functional level.
4	Strategic Evaluation & Control <ul style="list-style-type: none">• Strategic Evaluation & Control– Meaning, Steps of Evaluation & Techniques of Control <p>Synergy: Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy & its Relevance.</p> <p>Change Management– Elementary Concept</p>

References:

1. Strategic Management and Competitive Advantage-Concepts- Jay B. Barney, William S. Hesterly, Published by PHI Learning Private Limited, New Delhi
2. P.K. Ghosh : Business Policy , Strategy , Planning and Management
3. Christensen , Andrews Dower: Business Policy- Text and Cases
4. William F. Gkycj : Business Policy – Strategy Formation and Management Action
5. Bongee and Colonan : Concept of Corporate Strategy.
- 6 The Impact of Private sector participation in Infrastructure- Lights, shadows and the Road ahead by Andres, Luis,Guasch,luis, J.Thomas,Haven&Foster,WorldBank,Washington
- 7 Mergers, Acquisitions and Corporate Restructuring – Strategies and Practices- Rabi Narayan Kar, Published by International Book House Pvt Ltd, Mumbai

Group A. Finance Electives Course
Nomenclature: Introduction to Cost Accounting

FRAMEWORK

Course Code: JBCUCBMS306

COURSE OUTCOMES

1	This course exposes the students to the basic concepts and the tools used in Cost Accounting
2	To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations

SYBMS

SEMESTER III

TITLE: Introduction to Cost Accounting

Sr. No.	Modules / Units
1	Introduction <ul style="list-style-type: none">• 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)
2	Elements of Cost <ul style="list-style-type: none">• Material Costing- Stock valuation (FIFO & weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems)• Labour Costing – (Bonus and Incentive Plans) (Practical Problems)• Overhead Costing (Primary and Secondary Distribution)
3	Cost Projection <ul style="list-style-type: none">• Cost Sheet (Current and Estimated)) (Practical Problems)• Reconciliation of financial accounts and cost accounting (Practical Problems)
4	Marginal Costing <p>Marginal Costing Introduction to marginal costing Distinction between absorption costing and marginal costing Advantages and limitations of marginal costing Practical problems based on using the marginal costing formulae</p>

References:

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

Semester III

Group A. Finance Elective Course Nomenclature: Corporate Finance

FRAMEWORK

Course Code: JBCUCBMS307

COURSE OUTCOMES

1	The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making
2	The course aims at explaining the core concepts of corporate finance and its importance in managing a business
3	To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business

SYBMS

SEMESTER III

TITLE: Corporate Finance

Sr. No.	Modules / Units
1	Introduction • Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. • Introduction to ownership securities – Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.
2	Capital Structure and Leverage • Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision. • Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital. • Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.
3	Time Value of Money • Introduction to Time Value of Money – compounding and discounting • Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return) • Importance of Risk and Return analysis in Corporate Finance
4	Short Term Source of Finance & Bond Valuation Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring Bond Valuation Bond Valuation - Meaning, Measuring Bond Returns – Yield to Maturity, Yield to call and Bond Pricing. Bond Pricing Theorems, Bond Risks and Bond Duration. (Practical Problems on YTM and Bond Duration.)

References:

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

Semester III

Group B. Marketing Electives Nomenclature: Consumer Behaviour

FRAMEWORK

Course Code: JBCUCBMS308 COURSE OUTCOMES

1	The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms
2	This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analysing consumer information and using it to create consumer- oriented marketing strategies.
3	Students are expected to look into various territories of global consumer psychology and understand their buying pattern, lifestyle
4	To understand the relationship between consumer behavior and customer value, satisfaction, trust and retention
5	To understand how new technologies are enabling marketers to better satisfy the needs and wants of the consumers

SYBMS

SEMESTER III

TITLE: Consumer Behaviour

Sr. No.	Modules / Units
1	Introduction To Consumer Behaviour:
	<ul style="list-style-type: none">• Meaning of Consumer Behaviour, Features and Importance• Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour• Profiling the consumer and understanding their needs• Consumer Involvement• Application of Consumer Behaviour knowledge in Marketing• Consumer Decision Making Process and Determinants of Buyer• Behaviour, factors affecting each stage, and Need recognition.
2	Individual- Determinants of Consumer Behaviour
	<ul style="list-style-type: none">• Consumer Needs & Motivation (Theories - Maslow, Mc Cleland).• Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification.• Self Concept – Concept• Consumer Perception• Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude• Formation & Change.• Attitude - Concept of attitude
3	Environmental Determinants of Consumer Behaviour
	<ul style="list-style-type: none">• Family Influences on Buyer Behaviour,• Roles of different members, needs perceived and evaluation rules.• Factors affecting the need of the family, family life cycle stage and size.• Social Class and Influences.• Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.• Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.
4	New Trends in Consumer behaviour pattern
	<p>Global Consumer Behaviour- Values and Lifestyles, Purchasing pattern.</p> <p>Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping – Marketing communication – Store choice and shopping behaviour – In-Store stimuli, store image and loyalty –</p> <ul style="list-style-type: none">• Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles• E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying

References:

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson.
2. Solomon, M.R. (2009). Consumer Behaviour – Buying, Having, and Being. (8th ed.) New Delhi: Pearson 3.
- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour – Building Marketing Strategy. (9th ed.). Tata McGraw Hill.
4. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
5. Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson
6. Nair, Suja R- Consumer Behaviour in Indian Perspective

Semester III

Group B. Marketing Electives Nomenclature: Advertising

FRAMEWORK

Course Code: JBCUCBMS309

COURSE OUTCOMES

1	To understand and examine the growing importance of advertising
2	To understand the construction of an effective advertisement
3	To understand the role of advertising in contemporary scenario
4	To understand the future and career in advertising
5	To explore international advertising culture

SYBMS
SEMESTER III
TITLE: Advertising

Sr. No.	Modules / Units
1	Introduction to Advertising
	<ul style="list-style-type: none"> • Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising • Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising • Theories of Advertising : Stimulus Theory, DAGMAR approach, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance • 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 • Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising
2	Strategy and Planning Process in Advertising
	<ul style="list-style-type: none"> • Advertising Planning process & 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 • Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC • Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.
3	Creativity in Advertising
	<ul style="list-style-type: none"> • 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. • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc – • Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music) • Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness • 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

4	Budget, Evaluation, Current trends and careers in Advertising
<ul style="list-style-type: none"> • Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting • Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing • Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), Content writing, Blog writing, Influencers, youtubers, Experiential, Guerrilla advertising, retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends , Advertising and Global culture • 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 	

References:

1. Belch, Michael, "Advertising and Promotion: An integrated marketing communications perspective" Tata McGraw Hill 2010
2. Mohan, Manendra "Advertising Management Concept and Cases", Tata McGraw Hill 2008
3. Kleppner, Russell J; Thomas, Lane W , "Advertising Procedure", Prentice Hall 1999
4. Shimp, Terence, "Advertising and promotion :An IMC Approach", Cengage Learning 2007
5. Sharma, Sangeeta and Singh, Raghuvir "Advertising planning and Implementation", Prentice Hall of India 2006
6. Clow , Kenneth E and Baack, Donald E "Integrated Advertising Promotion and Marketing Communication", Pearson Edu 2014
7. Duncan, Tom, "Principles of Advertising and IMC", Tata McGraw Hill Pub 2006

Semester III

Group C. Human Resource Electives Nomenclature: Recruitment & Selection

FRAMEWORK

Course Code: JBCUCBMS310 COURSE OUTCOMES

1	The objective is to familiarize the students with concepts and principles, procedure of Recruitment and Selection in an organization.
2	To give an in depth insight into Sources of Recruitment and Selection Process and make them acquainted with practical aspect of the subject.
3	To understand basics of Induction and Orientation.
4	To highlight the significance of Recruitment and Selection of Employees in the Organization's Success and to make learners understand situations inviting decision making
5	To make learners understand the concepts like Employee Welfare and Work Environment Management

SYBMS

SEMESTER III
TITLE: Recruitment & Selection

Sr. No.	Modules / Units
1	Recruitment <ul style="list-style-type: none">• Concepts of Recruitment- -Meaning, Objectives, Scope & Definition, Importance and relevance of Recruitment.• Job Analysis--Concept, Specifications, Description, Process And Methods, Uses of Job Analysis• Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.• Source or Type of Recruitment– 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 (In-House, Internal Recruitment, On Campus, Employment And Traditional Agency). Modern (Recruitment Books, Niche Recruitments, Internet Recruitment, Service Recruitment, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters).• Technique of Recruitment-Traditional Vs Modern Recruitment• Evaluation of Recruitment-Outsourcing Programme
2	Selection <ul style="list-style-type: none">• Selection-Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).• Screening-Pre and Post Criteria for Selection, Steps of Selection• Interviewing-Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Effective Interviewing Techniques.• Selection Hurdles and Ways to Overcome Them

3	Induction
	<ul style="list-style-type: none"> • Induction-Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective • Orientation & On boarding-Programme and Types, Process. • Socialisation-Types-Anticipatory, Encounter, Setting in, Socialisation Tactics • Current trends in Recruitment and Selection Strategies– with respect to Service, Finance, I.T., Law And Media Industry
4	Work Environment Management & Employee Welfare
	<p>Women Welfare - Meaning, Need for women welfare, Provision of Factories Act as applicable for women welfare</p> <ul style="list-style-type: none"> • 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 <p>Agencies for Labour Welfare – Central Government, State Government, Employers, Trade Union</p>

References:

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

Semester III

Group C. Human Resource Electives Nomenclature: Organisation Behaviour & HRM

FRAMEWORK

Course Code: JBCUCBMS311 COURSE OUTCOMES

1	The objective of this course is to familiarize the student with the fundamental aspects of Various issues associated with Human Resource Management as a whole.
2	The course aims to give a comprehensive overview of Organization Behaviour as a separate area of management.
3	To familiarize the students and give them tools to succeed in workplace through understanding behaviour at work.
4	To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management & OB.

SYBMS

SEMESTER III

TITLE: Organisation Behaviour & HRM

Sr. No.	Modules / Units
1	Organisational Behaviour-I <ul style="list-style-type: none">• Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB• Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture & Climate-OB models–Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB
2	Organisational Behaviour-II Behaviour at Work Power – bases of power, Power Tactics, How people respond to Organisational Politics Conflict management techniques. Negotiations Impression Management <ul style="list-style-type: none">• Time management strategies.
3	Human Resource Management-I <ul style="list-style-type: none">• HRM-Meaning, objectives, scope and functions• HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies• HRD-Concept ,meaning, objectives, HRD functions
4	Human Resource Management-II <ul style="list-style-type: none">• Performance Appraisal: concept, process, methods and problems, KRA'S• Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.• Career planning-concept of career Planning, Career stages and carrier planning New trends in HR - Artificial intelligence in HR

References:

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

Modality of Assessment

A. Internal Assessment: 40% - 40 Marks

Serial No.	Evaluation Type	Marks
1	Written Test	20
2	Assignment/Project	15
3	Class Participation	05
	Total:	40

Question Paper Pattern for Written Test (20 Marks)

(Internal Assessment-)

Sr. No.	Particular	Marks
1	One class test (20 Marks)	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions (½ Mark each)	05 Marks
	Answer in One or Two Lines (Concept based Questions) (01 Mark each)	05 Marks
	Answer in Brief (Attempt Any Two of the Three) (05 Marks each)	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks
3	Active participation and Submissions of Assignments, Presentations, Case studies, Group Discussions, Journals as per the subject related academic activities.	15 arks

B) External Examination: 60%- 60Marks

Semester End Theory Examination

Time:2 hours

NB.1. All questions are compulsory.

2. Each question has internal options.

3. Figures to the right indicate marks.

Q1. Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15
Q2. Full Length Question OR Full Length Question	15 15
Q3. Full Length Question OR Full Length Question	15 15
Q4. A) Theory questions B) Theory questions OR Short Notes To be asked 05 To be answered 03	8 7 15

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

Semester IV

Core Subject

Course Nomenclature: Information Technology in Business Management-II

Course Code: JBCUCBMS401

Course Outcomes

1.	To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
2.	To learn and understand relationship between database management and data warehouse approaches, the requirements and applications of data warehouse.
3.	To learn outsourcing concepts. BPO/KPO industries, their structures, Cloud Computing.
4.	To understand E-governance, its role and technology. This module provides understanding about social media analytics and digital marketing.

Unit 1: ERP/E-SCM/E-CRM**(15)**

- Concepts of ERP, Architecture of ERP, Generic modules of ERP
- Applications of ERP, ERP Implementation concepts, ERP lifecycle
- Concept of XRP (extended ERP), • Features of commercial ERP software
- Study of SAP, Oracle Apps, MS Dynamics NAV, PeopleSoft.
- Concept of e-CRM, E-CRM Solutions and its advantages, How technology helps?
- CRM Capabilities and customer Life cycle, Privacy Issues and CRM, Data Mining and CRM
- CRM and workflow Automation.
- Concept of E-SCM, Strategic advantages, benefits, E-SCM Components and Chain architecture
- Major Trends in e-SCM, Case studies ERP/SCM/CRM

Unit 2: Introduction to Database and Data Warehouse**(15)**

- Introduction to DBMS, Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence.
- 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, Data Mining, The scope and the techniques used Business Applications of Data warehousing and Data mining.

Unit 3: Outsourcing**(15)**

- Introduction to Outsourcing, Meaning of Outsourcing, Need for outsourcing
- Scope of Outsourcing, Outsourcing: IT and Business Processes
- Business Process Outsourcing (BPO)- Introduction, BPO Vendors, BPO Service scope
- Benefits of BPO, BPO and IT Services, Project Management approach in BPO, BPO and IT-enabled services, BPO Business Model, ITO vs BPO, BPO to KPO, Meaning of KPO, KPO vs. BPO, KPO: Opportunity and Scope, KPO challenges, KPO Indian Scenario
- Outsourcing in Cloud Environment, Cloud computing, Traditional Outsourcing vs. Cloud Computing.

Unit 4: E-Governance and Social Media Analytics**(15)**

- Overview of E-Government and E-Governance: Stages of E-Governance, National E-Governance Plan(NeGP), Mission Mode Projects and their implementation status, E-Governance
- Introduction to E-governance, Role of ICT in e-governance, Need, importance of E-governance, E-governance Models.
- Social Media analytics: data type and collection, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Internet of things (IoT).
- Digital Marketing: Mobile Marketing, E-marketing; Internet marketing strategy, content marketing

References

- Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan
- G. K. Gupta :”Database Management Systems”, McGraw – Hill
- Elmasri and Navathe, “Fundamentals of Database Systems”, 6th Edition, PEARSON Education.
- Han, Kamber, "Data Mining Concepts and Techniques", Morgan Kaufmann 3rd Edition.
- Kailash Jayaswal, Jagannath Kallalurchi, Donald J. Houde, Dr. Deven Shah, ”Cloud Computing Black Book”, Dreamtech Press.
- Efraim, T., &Wetherbe, J. (2014). Information technology for management: Transforming organizations in the digital economy introduction to information technology (7th ed.).NY: John Wiley & Sons.
- Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com
- Maity, M (2017). Internet Marketing. New Delhi: Oxford University

Semester IV

Core Subject

Course Nomenclature: Foundation Course –IV Ethics & Governance

FRAMEWORK

Course Code: JBCUCBMS402

COURSE OUTCOMES

1	To understand significance of ethics and ethical practices in businesses which are indispensable for progress of a country
2	To learn the applicability of ethics in functional areas like marketing, finance and human resource management
3	To understand the emerging need and growing importance of good governance and CSR by organisations
4	To study the ethical business practices, CSR and Corporate Governance practiced by various organisations

SYBMS

SEMESTER IV

TITLE: Foundation Course –IV Ethics & Governance

Sr. No.	Modules / Units
1	Introduction to Ethics and Business Ethics
	<ul style="list-style-type: none">• Ethics: <p>Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional, Managerial Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition</p> <ul style="list-style-type: none">• Business Ethics: Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders, Role of Government in Ensuring Business Ethics <p>Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences Myths about Business Ethics Ethical Performance in Businesses in India</p>
2	Ethics in Marketing, Finance and HRM
	<ul style="list-style-type: none">• 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• 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, 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
3	Corporate Culture & Corporate Governance
	<ul style="list-style-type: none">• Define corporate culture, Describe how corporate culture impacts ethical decision making ,Determine between effective leaders and ethical Leaders• Corporate Governance:- Definition, Features, Need/ objectives, Principle, Benefits,• Significance of ethics in corporate governance , 4 P's of corporate Governance• Issues/ Challenges/ failure of Corporate Governance

4	Corporate Social Responsibility (CSR)
<ul style="list-style-type: none"> • 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 	

References:

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

Semester IV

Core Subject

Course Nomenclature: Business Economics- II

FRAMEWORK

Course Code: JBCUCBMS403

COURSE OUTCOMES

1	To study the various instruments of Exchange market
2	To study the movement of labor between countries
3	To study the Role of foreign capital
4	To study the Role of foreign capital

SYBMS

SEMESTER IV

TITLE: Business Economics- II

Sr. No.	Modules / Units
1	Introduction to Macroeconomic Data and Theory <ul style="list-style-type: none">• Macroeconomics: Meaning, Scope and Importance.• Circular flow of aggregate income and expenditure: closed and open economy models• The Measurement of national product: Meaning and Importance - conventional and Green GNP and NNP concepts - Relationship between National Income and Economic Welfare.• Short run economic fluctuations : Features and Phases of Trade Cycles• 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
2	Money, Inflation and Monetary Policy <ul style="list-style-type: none">• Money Supply: Determinants of Money Supply - Factors influencing Velocity of Circulation of Money• Demand for Money : Classical and Keynesian approaches and Keynes' liquidity preference theory of interest• Money and prices : Quantity theory of money - Fisher's equation of exchange - Cambridge cash balance approach• Inflation: Demand Pull Inflation and Cost Push Inflation - Effects of Inflation- Nature of inflation in a developing economy.• Monetary policy : Meaning, objectives and instruments, inflation targeting
3	Constituents of Fiscal Policy <ul style="list-style-type: none">• Role of a Government to provide Public goods- Principles of Sound and Functional Finance• Fiscal Policy: Meaning, Objectives - Contra cyclical Fiscal Policy and Discretionary Fiscal Policy• 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• Union budget -Structure- Deficit concepts-Fiscal Responsibility and Budget Management Act.
4	Open Economy : Theory and Issues of International Trade <p>International factor movement movement of labour between countries trend in migration International capital movements role and impact of foreign capitals types and factors role of MNCs changing role of IMF in the emerging International scenario</p>

References:

- Harold Evensky, Wealth Management, McGraw Hill Publication
- NCFM, CFP, IIBF, etc, Wealth Management modules
- Harold Evensky, The new wealth Management, CFA Institute Investment Series Publication

Semester IV

Core Subject

Course Nomenclature: Business Research Methods

FRAMEWORK

Course Code: JBCUCBMS404

COURSE OUTCOMES

1	The course is designed to inculcate the analytical abilities and research skills among the students.
2	The course intends to give hands on experience and learning in Business Research.
3	To make student understand application of research design and process in various social sciences research.

SYBMS

SEMESTER IV

TITLE: Business Research Methods

Sr. No.	Modules / Units
1	Introduction to Business Research Methods
	<ul style="list-style-type: none">• Meaning and objectives of research• Types of research– a)Pure, Basic and Fundamental b) Applied, c)Empirical d) Scientific & Social e)Historical f) Exploratory g) Descriptive h)Causal• Concepts in Research: Variables, Qualitative and Quantitative Research• Stages in research process.• Characteristics of Good Research• Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.• 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.• Sampling–<ul style="list-style-type: none">a) Meaning of sample and sampling,b) Methods of sampling-i)Non Probability Sampling– Convenient, Judgment, Quota, Snow ballii) Probability– Simple Random, Stratified, Cluster, Multi Stage.
2	Data collection and Processing
	<ul style="list-style-type: none">• Types of data and sources-Primary and Secondary data sources• Methods of collection of primary data<ul style="list-style-type: none">a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets)b) Experimental i)Field ii) Laboratoryc) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews -Method,d) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening.e) Survey instrument– i) Questionnaire designing.f) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dichotomous, iv) Multiple Choice Questions.f) Scaling techniques-i) Likert scale, ii) Semantic Differential scale

3	Data analysis and Interpretation
	<ul style="list-style-type: none"> • Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) Classification iv) tabulation v) Graphical representation • Analysis of data-Meaning, Purpose, types. • Interpretation of data-Essentials, importance and Significance of processing data • Testing of hypothesis– concept and problems– i)chi square test, ii) z and t-test (for large and small sample)
4	Advanced techniques in Report Writing
	<ul style="list-style-type: none"> • 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 Bibliography -References &citation methods- APA, CMS, MLA Literature Review, Objectives of study, Limitations of Study, Scope and need of Study • Ethics and research • Objectivity, Confidentiality and anonymity in Research • Plagiarism Application of Marketing Research: Product Research – Advertising Research – Sales Research – Rural Marketing research

References:

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall.
3. Research methodology in Social sciences, O.R.Krishnaswamy, Himalaya Publication
4. Business Research Methods, Donald R Cooper, Pamela Schindler, Tata McGraw Hill
5. Marketing research and applied orientation, Naresh K Malhotra, Pearson
6. Statistics for management, Levin and Reuben, Prentice Hall.
7. Research Methods for Management: S Shajahan, Jaico Publishing
- 9.Donald R. Cooper & Schindler, MARKETING RESEARCH CONCEPT & CASES, Tata McGraw-Hill Publishing Company Limited, new Delhi, 2006

Semester IV

Core Subject

Course Nomenclature: Production & Total Quality Management

FRAMEWORK

Course Code: JBCUCBMS405

COURSE OUTCOMES

1	To acquaint learners with the basic management decisions with respect to production and quality management
2	To enable the learners, apply what they have learnt theoretically.
3	To acquaint the learners with the importance of Quality and Quality assurance practices in the industry.

SYBMS

SEMESTER IV

TITLE: Production & Total Quality Management

Sr. No.	Modules / Units
1	Production Management
Production Management <ul style="list-style-type: none">• Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. New Techniques in production – Machine Learning, Internet of Things (IoT), Robotics , Artificial Intelligence (AI) <ul style="list-style-type: none">• Plant location & Plant layout– Objectives, Principles of good product layout, types of layout.• Purchase Management and methods of purchasing	
2	Materials Management
<ul style="list-style-type: none">• Materials Management: Concept, Objectives and importance of materials management Various types of Material Handling Systems. <ul style="list-style-type: none">• 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.	
3	Basics Of Productivity & TQM
<ul style="list-style-type: none">• Basics Of Productivity & TQM: Concepts of Productivity, modes of calculating productivity. Importance Of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality, Philosophies and Approaches To Quality: Edward Deming, J. Juran , Kaizen , P. Crosby’s philosophy. <ul style="list-style-type: none">• Product & Service Quality Dimensions, SERVQUAL Characteristics of Quality, Quality Assurance, Quality Circle : Objectives Of Quality Circles, Ishikawa Fish Bone, Applications in Organizations. Simple numerical on productivity	

4	Quality Assurance Methods and Certifications
	<p>Quality assurance in Practice – Manufacturing Industry – Lean Thinking, ISO 9000, ISO 1400, ISO 1800, 6 Sigma, DMAIC/DMADV, 8 Sigma Software Development – Capability Maturity Model Integration (CMMI) Medical industry – Research Quality association (RQA), Quality Management Software Aerospace Industry – Product Assurance (Failure Mode and Effect analysis.ie FMEA)</p> <p>Quality Certifications- Malcolm Baldrige National Quality Award (MBNQA), Deming’s Application Prize.</p>

References:

1. Production and Operations Management: R. Paneerselvam
2. Production (Operations) Management: L.C. Jhamb
3. K. Ashwathappa and K .Shridhar Bhatt ; Production and Operations management
4. Productivity Management: Concepts and Techniques, Sawhney S.C., Tata McGraw Hill
5. Srinivas Gondhalekar and Uday Salunkhe, “Productivity Techniques”, Himalaya Publishing House
6. Gerard Leone and Richard D. Rahn, “Productivity Techniques”, Jaico Book House
7. John S. Oakland, “TQM: Text with Cases”, Butterworth-Heinemann
8. David J. Sumanth, “Total Productivity Management (TPmgt): A systematic and quantitative approach to compete in quality, price and time”, St. Lucie Press

Semester IV

Group A. Finance Electives Course
Nomenclature: Financial Institutions & Markets
FRAMEWORK

Course Code: JBCUCBMS406
COURSE OUTCOMES

1	The Course aims at providing the students basic knowledge about the structure, role and functioning of financial institutions and markets in the financial system in India.
2	To inculcate understanding relating to managing of financial system

SYBMS

SEMESTER III

TITLE: Financial Institutions & Markets

Sr. No.	Modules / Units
1	Financial System in India <ul style="list-style-type: none"> • 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, • Structure of Indian financial system – Financial Institutions (Banking& Non-Banking), Financial Markets (Organized and Unorganized) Financial Assets/Instruments, Financial Services(Fund based & Free Based) – (In details) • Microfinance - Conceptual Framework – Origin, Definitions, Advantages, Barriers, Microfinance Models in India
2	Financial Regulators & Institutions in India (detail discussion on their role and functions) <ul style="list-style-type: none"> • 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. • 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. • Specialized Financial Institutions – EXIM, NABARD, SIDBI, NHB, SIDC, SME Rating agency of India Ltd, IIFCL, IWRFC (Their role, functions and area of concerns)
3	Financial Markets (In Details) <ul style="list-style-type: none"> • Indian Money Market – Meaning, Features, Functions, Importance, Defects, Participants, Components (Organized and Unorganized) (in details) and Reforms • Indian Capital Market - Meaning, Features, Functions, Importance, Participants, Instruments, Reforms in Primary and Secondary Market, Stock Indices, NSE, BSE, ADR and GDR • Introduction of Commodity and Derivative Markets • Insurance and Mutual funds – An introduction)
4	Equity Valuation <p>Valuation of Equity</p> <p>Valuation of equity:</p> <ol style="list-style-type: none"> 1. Balance sheet valuation 2. Dividend discount model(zero growth, constant growth & multiple growth) 3. Price earning model

References:

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

Semester IV

Group A. Finance Electives Course
Nomenclature: Corporate Restructuring FRAMEWORK

Course Code: JBCUCBMS407

COURSE OUTCOMES

1	To impart knowledge relating to legal, accounting and practical implementation of corporate restructuring.
2	The subject covers the complex facets of corporate restructuring process

SYBMS

SEMESTER III

TITLE: Corporate Restructuring

Sr. No.	Modules / Units
1	Corporate Restructuring – Introduction and Concepts (Only Theory) <ul style="list-style-type: none">• Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.• Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.• Forms of Restructuring - Merger, Demerger, Reverse merger , Disinvestment , Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale
2	Accounting of Internal Reconstruction (Practical and theory) <ul style="list-style-type: none">• Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions• 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.
3	Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption)(Practical and theory) <p>In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively</p> <ul style="list-style-type: none">• Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.
4	Impact of Reorganization on the Company - An Introduction (Only Theory) & Case Study <ul style="list-style-type: none">• 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• 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.• 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. Recent Case Studies on Amalgamation and Absorption

References:

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

Semester IV

Group B. Marketing Electives

**Course Nomenclature: Integrated Marketing Communication
FRAMEWORK**

**Course Code: JBCUCBMS408
COURSE OUTCOMES**

1	To equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communication (IMC) program.
2	To understand the various tools of IMC and the importance of co-ordinating them for an effective marketing communication program.

SYBMS

SEMESTER III

TITLE: Integrated Marketing Communication

Sr. No.	Modules / Units
1	Introduction to Integrated Marketing Communication
	<ul style="list-style-type: none">• Meaning, Features of IMC, Evolution of IMC, Reasons for Growth of IMC.• Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing• Communication process, Traditional and alternative Response Hierarchy Models• Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program.
2	Elements of IMC – I
	<ul style="list-style-type: none">• Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages, Types of Advertising, Types of Media used for advertising.• 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.
3	Elements of IMC – II
	<ul style="list-style-type: none">• 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• 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• Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling
4	Current trends in IMC
	<ul style="list-style-type: none">• Current trends in IMC: Voice Search, Social Commerce, Featured Snippets in Google Search, Push Notifications, AI-Based Automation, Live Video, Story-Driven Content Visualization• Issues and Developments in Marketing: Social, ethical and legal aspects of marketing;• Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing

References:

1. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York
- Belch, Michael, Belch, George “Advertising and Promotion: An integrated marketing communications perspective” 2 .Tata Mcgraw Hill 2010
3. Duncan, Tom, “Principles of Advertising and IMC”, TataMcgraw Hill Pub 2006
4. Shah, Kruti ;D’Souza, Allan, “Advertising and IMC”, TataMcgraw Hill 2014
5. Shimp, Terence, “Advertising and promotion :An IMC Approach”, Cengage Learning 2007
6. Dutta, Kirti, “Integrated Marketing Communication” Oxford University Press ,2016
7. Gopalakrishnan, P S , “Integrated Marketing Communication: Concepts and Cases”, ICFAI University Press, 2008
8. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi

Semester IV

Group B. Marketing Electives
Course Nomenclature: Event Marketing
FRAMEWORK

Course Code: JBCUCBMS409

COURSE OUTCOMES

1	To understand basic concepts of Event Marketing.
2	To impart knowledge to learners about categories of Events.
3	To understand segmenting, targeting and positioning in the context of Event Marketing.
4	To familiarize learners with trends and challenges in Event Marketing.
5	To understand global event industry

SYBMS

SEMESTER III

TITLE: Event Marketing

Sr. No.	Modules / Units
1	Introduction to Events <ul style="list-style-type: none">• 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; 3Ms of Event marketing- message, Medium, Market Event Designing; Reach; Interaction-Interaction Points, Direct Interaction, Indirect Interaction, Interaction Catalysts or Enablers.• 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.• Concept of Event Creativity, Key Elements of Events: Event Infrastructure; Customer Groups; Clients; Event Organizers; Venue; Media
2	Segmenting, Targeting and Positioning of Events and Concept of Product in Events <ul style="list-style-type: none">• Concept of Market in Events; Segmentation and targeting of the Market for events; Positioning of events-Event Property.• 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.• Event Variations- Time Frame Based, Concept Based, Artist Based, Client Industry Based
3	Concept of Pricing and Promotion in Events <ul style="list-style-type: none">• 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.• Networking Components: Print Media, Radio, Television, Internet, Outdoor Media, Direct Marketing, Sales Promotion, Public Relations, Merchandising, In-venue Publicity.• 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.

4	Trends and Challenges in Event Marketing
<ul style="list-style-type: none"> • E-event marketing, Virtual Events, Virtual Event Marketing, Societal Event Marketing, Green Event, Cause-Related Event Marketing, Sports Event Marketing. • Safety and Security of Event • Event Crisis Management <p>Future trends in Event Industry</p> <p>Global Event Industry</p> <p>Event Management- Planning, Controlling, Staffing, Organising, Directing, Budgeting</p> <ul style="list-style-type: none"> • Growth of Event Industry in India • Career in Event Marketing 	

References:

1. Preston C.A., “Event Marketing: How to successfully promote Events, Festivals, Conventions, and Expositions’, Wiley, Second Edition, 2015
2. Gaur Sanjaya Singh and Sanjay V Saggere, “Event Marketing and Management’, Vikas Publishing House Pvt.Ltd. , 2003
3. Sharma Diwakar, “Event Planning & Management’, Deep and Deep Publications Pvt. Ltd., 2005
4. Hoyle Leonard H., “Event Marketing-How to successfully Promote Events, Festivals, Conventions and Expositions”, Wiley, 2009
5. Genadinik Alex, “Event Planning-Management and Marketing for Successful Events’, CreateSpace Independent Publishing Platform, 2015
6. Harichandan C.P., “Event Management”, Global Vision Publishing House, 2010
7. Goyal K. Swarup, “Event Management”, Adhyayan Publishers, 2013

Semester IV

Group C. Human Resource Electives Course Nomenclature: Training & Development in HRM FRAMEWORK

Course Code: JBCUCBMS410

COURSE OUTCOMES

1	This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.
2	To familiarize the students with concepts, techniques and procedures of Training and Development of employees in an organization.
3	To orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.
4	To give an in depth insight into various Traditional and Modern Methods of Training and Development and make them acquainted with practical aspect of the subject.
5	To understand basics of MDP. To make learners understand the concepts Conflict Management.

SYBMS

SEMESTER IV

TITLE: Training & Development in HRM

Sr. No.	Modules / Units
1	Overview of Training
	<ul style="list-style-type: none">• Overview of training– concept, scope, importance, objectives, features, need and assessment of training.• Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organisation Analysis), Types–On the Job &Off the Job Method.• Assessment of Training Needs, Methods & Process of Needs Assessment.• Criteria & designing-Implementation– an effective training program.
2	Overview of Development
	<ul style="list-style-type: none">• Overview of development– concept, scope, importance & need and features, Human Performance Improvement• Counselling techniques with reference to development employees, society and organization.• Career development– Career development cycle, model for planned self-development, succession planning
3	Concept of Management Development
	<ul style="list-style-type: none">• Concept of Management Development.• Process of MDP.• Programs & methods, importance, evaluating a MDP.
4	Conflict Management
	<ul style="list-style-type: none">• Meaning of Conflict management, Need and Importance of Conflict management, Conflict Resolution Strategies - Competing, Accommodating, Avoiding, Compromising, and Collaborative. Strategies for resolving conflicts at – Intra-personal, Inter-personal, Intra-group and Inter group levels.• Prevention of Industrial Conflicts – Labour welfare officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure, Collective Bargaining.• Settlement of Conflicts – Investigation, Mediator, Conciliation, Voluntary arbitration, compulsory arbitration, labour courts, industrial tribunals, national tribunals

References:

1. Brinkerhoff, Robert, .Achieving Results from Training How to evaluate HRD to Strengthen programs and Increase impact. 1987, Jossey bass, San Francisco.
2. Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York
3. Employee Training And Development - Raymond Noe
4. Every Trainers Handbook- Devendra Agochia
5. 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
6. Training And Development- S.K. Bhatia.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
8. Prasad L M, Organizational *Behaviour*, Sultan Chand

Semester IV

Group C. Human Resource Electives
Course Nomenclature: Change Management
FRAMEWORK

Course Code: JBCUCBMS411
COURSE OUTCOMES

1	The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.
2	To understand the consequences of stress while change management .

SYBMS

SEMESTER IV

TITLE: Change Management

Sr. No.	Modules / Units
1	Introduction
	<ul style="list-style-type: none">• Introduction & levels of change. Importance, imperatives of change, Forces of change. Causes- social, economic, technological and organizational.• Organizational culture & change.• Types & Models of change – Kurt Lewin's change model, Action Research, Expanded Process Model., A.J. Leavitt's model.
2	Impact of Change
	<ul style="list-style-type: none">• Change & its implementation.– individual change: concept, need, importance & risk of not having individual perspective. Team Change –concept, need, importance & limitation• Change & its impact– Resistance to change & sources-sources of individual resistance, sources of organizational resistance
3	Resistance to Change
	<ul style="list-style-type: none">• Overcoming Resistance to change – Manifestations of resistance, Six box model• Minimizing RTC.• OD Interventions to overcome change-meaning and importance, Team intervention, Role analysis Technique, Coaching & mentoring, T-group, Job expectations technique, Behaviour modification, Managing role stress.
4	Change Agent and Stress management
	<p>Role and functions of change agent. Consequences of Stress – Physiological, Psychological and Behavioral Symptoms Approaches to Manage Stress - Action oriented, Emotion oriented, Acceptance oriented. Stress and New Technology - Stress Audit Process , Assessment of Stress ,Future of Stress Management</p>

References:

1. Organisational Development by French and Bell
2. An experiential approach to O.D. by Harvey and Brown
3. Consultants and Consulting Styles by Dharani Sinha P.
4. Kavita Singh- Organization change
5. S.K. Bhatia- Organisational Change-
6. K.Ashwathapa- Management & OB, HRM.
7. Radha Sharma- Training & Development.
8. Jeffery A Kotter, David.D. Chen, Stress Management and Prevention , Second Edition Routledge Taylor and Francis Group
9. Organisational Behaviour: Fred Luthans: Mc Graw Hill • Organisational Behaviour : Robbins, Stephen: Pearson

Modality of Assessment

B. Internal Assessment: 40% - 40 Marks

Serial No.	Evaluation Type	Marks
1	Written Test	20
2	Assignment/Project	15
3	Class Participation	05
	Total:	40

Question Paper Pattern for Written Test (20 Marks)

(Internal Assessment)

Sr. No.	Particular	Marks
1	One class test (20 Marks)	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions (½ Mark each)	05 Marks
	Answer in One or Two Lines (Concept based Questions) (01 Mark each)	05 Marks
	Answer in Brief (Attempt Any Two of the Three) (05 Marks each)	10 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities	05 Marks
3	Active participation and Submissions of Assignments, Presentations, Case studies, Group Discussions, Journals as per the subject related academic activities.	15 Marks

B) External Examination: 60%- 60Marks

Semester End Theory Examination

Time:2 hours

NB.

1. All questions are compulsory.
2. Each question has internal options.
3. Figures to the right indicate marks.

Q1. Objective Questions A) Sub Questions to be asked 10 and to be answered any 08 B) Sub Questions to be asked 10 and to be answered any 07 (*Multiple choice / True or False / Match the columns/Fill in the blanks)	15
Q2. Full Length Question OR Full Length Question	15 15
Q3. Full Length Question OR Full Length Question	15 15
Q4. A) Theory questions B) Theory questions OR Short Notes To be asked 05 To be answered 03	8 7 15

Note:

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