



**Shri Vile Parle Kelavani Mandal's
MITHIBAI COLLEGE OF ARTS, CHAUHAN INSTITUTE OF
SCIENCE &
AMRUTBEN JIVANLAL COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS)**

*NAAC Reaccredited 'A' grade, CGPA: 3.57,
Granted under RUSA, FIST-DST & -Star College Scheme of DBT,
Government of India, Best College, University of Mumbai (2016-17)*

Affiliated to the
UNIVERSITY OF MUMBAI

Program: BACHELOR OF MANAGEMENT STUDIES

Semester - III

**Choice Based Credit System (CBCS) with effect from
Academic Year (2022-23)**

PROGRAMME OUTCOMES:

On completion of the BMS Programme, the learners should be able to achieve the following:

- PO1:** Acquire necessary knowledge and insight about management models and practices, enabling the learners to become effective professionals.
- PO2:** Build a strong foundation so that higher education in various fields of management can be pursued.
- PO3:** Ability to incorporate diversity, multicultural perspectives and ethical considerations in business decisions.
- PO4:** Develop Peer-based Learning and Working in groups
- PO5:** Develop Cross-Functional skills.
- PO6:** Building Soft Skills and Communication skills which are crucial for managing human resources.
- PO7:** Ability to handle complex situation which will help the learners to mould their personality and excel in their profession.
- PO8:** Creation of good and innovative business leaders, decision makers who are capable of handling pressure and tense situations and the rigors of international environment.

PROGRAMME SPECIFIC OUTCOMES

On completion of the BMS Programme, the learners should be enriched with knowledge and be able to:

- PSO1:** Establish well-rounded academic foundation, through a blend of courses in the Management field and focused subject areas, such as administration, communication, team work, leadership, ethics and integrity, decision making and problem-solving abilities.
- PSO2:** Possess knowledge and skills required to join entry and middle level management positions in the corporate world.
- PSO3:** Develop the ability to think critically across a variety of subjects, fostering an informed, independent worldview.
- PSO4:** Equip students to start entrepreneurial ventures since the programme offers a well-rounded curriculum covering all aspects of business.
- PSO5:** Exhibit leadership capacity and teamwork skills for business decision making through participation in group projects.
- PSO6:** Understand, analyze and apply management concepts in the areas related to marketing, human resources and finance for efficient running of the business organization of varying complexity in competitive era.
- PSO7:** Demonstrate effective communication, understanding of global business and environmental perspectives, creative problem solving.
- PSO8:** Develop as effective and innovative business leaders and management professionals and take on more responsibilities in future and to give outstanding results in the area of their interest.

PREAMBLE

Businesses, world over operate in the VUCA (Volatile, Uncertain, Complex, and Ambiguous) world; it is constantly evolving with new challenges and opportunity. Indian businesses and entrepreneurs while reflecting these changes are building world-class organisations. Facing the challenges and tapping these opportunities requires management skills and abilities that are rooted in strong theoretical frameworks and practical, real life understanding of the business world. Managers those have been trained for such an ever-changing business world along with the knowledge of current and past best practices are need of the hour.

The Bachelor of Management Studies (B.M.S.) Programme has been designed to cater to the growing needs of the industry for such professionally qualified Managers. The course structure is designed in collaboration with academicians and professionals who have deliberated on these challenges and have created a balanced curriculum. The Programme covers courses spanning areas like Marketing, Human Resources, Strategy, Finance, Logistics & Supply Chain, Business Ethics & CG, Accountancy, Business Analytics, Business Research Methods, IT and also Entrepreneurship for learners wanting to contribute to the start-up trend or to contribute in organisations with an entrepreneurial attitude.

These courses have been designed to empower the learners with the knowledge of relevant theory, understanding practical aspects with cases and skills of analysis to take informed decisions. The evaluation pattern includes assessment of both theory and real-world knowledge along with assessing skills like presentations and analysis.

What the students of this Programme receive is an in-depth analysis and inquisitive approach to various business functions. The learners also are provided an opportunity to participate in various brainstorming sessions which are part of the sessions conducted by experienced lecturers.

To highlight the importance of research the learners have to submit Project Reports as a part of their Curriculum in final year's Semester V and VI, these are - an Internship based Report, thereby encouraging the learners to undertake Internship projects; and Research-based project on a relevant topic under a faculty mentor.

Overall **Bachelor of Management Studies (B.M.S.) Programme** is a holistic Programme designed for the student of Management to hone their skills and integrate seamlessly into the vibrant yet challenging world of business.

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EVALUATION PATTERN

The performance of the learner will be evaluated in two components. The first component will be a Continuous Assessment with a weightage of 25% of total marks per course. The second component will be a Semester end Examination with a weightage of 75% of the total marks per course. The allocation of marks for the Continuous Assessment and Semester end Examinations is as shown below:

a) Details of Continuous Assessment (CA)

25% of the total marks per course:

Continuous Assessment	Details	Marks
Component 1 (CA-1) – Theory subjects	Presentations/Project Work/Book Review/Field visit & its presentations/Research Paper Report & Viva/building Models/Assignments Etc.	15 marks
Component 1 (CA-1) - (Practical/Numerical Subjects)	Assignment/Presentations Etc.	10 marks
Component 2 (CA-2)	Online Test/Quiz	10 marks

b) Details of Semester End Examination

75% of the total marks per course. Duration of examination will be two and half hours.

QUESTION PAPER FORMAT (For Theory Subjects)

All Questions are compulsory

Question Number	Description	Marks	Total Marks
Q1.	Answer any 2 from the following (Module I) a. b. c.		16
Q2.	Answer any 2 from the following: (Module II) a. b. c.		16
Q3.	Answer any 2 from the following: (Module III) a. b. c.		16
Q4.	Answer any 2 from the following: (Module IV) a. b. c.		16
Q5.	Case Study/Application based Questions : (Module I to IV)		11
TOTAL MARKS			75

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QUESTION PAPER FORMAT (For Numerical/Practical Subjects)

Question Number	Description	Marks	Total Marks
Q1.	Practical/Numerical (Compulsory Question)	15	15
Q2 to Q5	Practical / Numerical Questions (Attempt any 3 out of 4 Questions)	15*3	45
Q6.	Write notes on the following: (Any 3 out of 4): a. b. c. d.	5 5 5 5	15
	TOTAL MARKS		75

Ms. Shabana Khan
Head – Department of Management

Approved by
Vice- Principal

Dr. Krutika B. Desai
I/c Principal

Bachelor of Management Studies Programme

Under Choice Based Credit, Grading and Semester System

Course Structure

S.Y.B.M.S.

(To be implemented from Academic Year- 2022-2023)

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
1	<i>Core Courses (CC)</i>		1	<i>Core Courses (CC)</i>	
1	ENTREPRENEURSHIP MANAGEMENT	03	1	HUMAN RESOURCE MANAGEMENT	04
2	STRATEGIC MANAGEMENT	04	2	PRODUCTION AND TQM	03
3	MANAGEMENT ACCOUNTING	03	3	SALES & DISTRIBUTION MANAGEMENT	03
4	BUSINESS ECONOMICS -II (MACRO)	03	4	TAXATION	03
2	<i>Elective - Discipline</i>		2	<i>Elective - Discipline</i>	
5	CONSUMER BEHAVIOUR / MEDIA PLANNING	03	5	FINANCIAL MANAGEMENT/INNOVATIVE FINANCIAL SERVICES	03
3	<i>Skill Enhancement Courses (SEC)</i>		3	<i>Skill Enhancement Courses (SEC)</i>	
6	BUSINESS RESEARCH METHODS	04	6	BUSINESS ANALYTICS	04
	Total Credits	20		Total Credits	20

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Program: Bachelor of Management Studies (B.M.S.)				Semester: III	
Course: ENTREPRENEURSHIP MANAGEMENT				Course Code: UCMABMS301	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To introduce students to Entrepreneurship education. • To introduce students to entrepreneurial culture • To develop entrepreneurs and prepare students to take responsibility in managing an enterprise specially SMEs 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: To get familiarized with basic concepts of Entrepreneurship management					
CO2: To Compare on the factors Influencing entrepreneurial development					
CO3: To develop knowledge on converting Idea into opportunity and into business.					
CO4: To develop basic understanding of launching a new business venture.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Concept, meaning and definition of entrepreneur and entrepreneurship.				10
2	Factors Influencing entrepreneurial development				10
3	Entrepreneurial Project Development				10
4	Small and Medium Enterprises				10
5	Project work and Presentations				05
Total					45
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Unit	Topic	No. of Hours
Module 1	<p>Concept, meaning and definition of entrepreneur and entrepreneurship.</p> <ul style="list-style-type: none"> • Evolution of Entrepreneurship, Corporate entrepreneurship • Importance and significance of growth of entrepreneurial activity. • Concept of Intrapreneur. • Characteristics and qualities of entrepreneurs • Classification and types of entrepreneurs. • Women entrepreneurs • Contribution of Mc Clelland and Joseph Schumpeter <p>Key Concepts from the world of Start-ups- Who is a VC, Angel Investors, Unicorn & Valuations, Accelerator.</p>	10
Module 2	<p>Factors Influencing entrepreneurial development</p> <ul style="list-style-type: none"> • Role of culture in entrepreneurial development. • Entrepreneurial development programme (EDP), Managing the problems faced by entrepreneurs • Development of women entrepreneurs-with reference to SHGs • Options available to entrepreneurs, -ancillarisation franchising and outsourcing. Cases on takeover, mergers and acquisitions in India and at global level with respect to Start-ups. • Social Entrepreneurship-Definition, importance and social responsibilities- NGOs • Trends in Entrepreneurship for the next decade 	10
Module 3	<p>Entrepreneurial Project Development</p> <p>Idea generation – sources and methods</p> <ul style="list-style-type: none"> • Identification and classification of ideas. • Environmental Scanning and SWOT analysis • Preparation of project plan –Points to be considered • Components of an ideal business plan – market plan, financial plan, operational plan, and HR plan. • Project formulation –project report significance and contents • <p>Project appraisal –Aspects and methods:</p> <ol style="list-style-type: none"> (a) Economic oriented appraisal (b) Financial appraisal (c) Market oriented appraisal <ul style="list-style-type: none"> • Technological feasibility 	10

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	• Managerial competency	
Module 4	<p>Small and Medium Enterprises:</p> <p>Policies governing SMEs</p> <ul style="list-style-type: none"> • Organisational structure • Steps in setting up a small unit • SME funding. Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital, Working capital management, Sources of finance for SME's, Taxation benefits • SIDBI and SISI– Their role in the development of SMEs • Marketing mechanism in SMEs. • Export potential of SMEs • Problems of SMEs and prospects • Turnaround strategies for SMEs. 	10

To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

Suggested Readings:

Essential Readings:

1. Dr. Vasant Desai, —Small scale industries and entrepreneurship Himalayan Publishing House

Supplementary Readings:

1. Entrepreneurship in the New Millenium – Kutatko Hodgetts.
2. J. Collins and Lazier W, —Beyond entrepreneurship, Prentice Hall, New Jersey, 1992
3. J.C. Saboo, Megha Biyani, —Management of small scale industries Himalayan Publishing House
4. Dr. Vasant Desai, —Dynamics of entrepreneurial development and Management Himalayan Publishing House
5. Corporate Entrepreneurship – Paul Burns
6. The Oxford Handbook of Entrepreneurship
7. Hisrich Peters Shephard, —Entrepreneurship, Tata McGraw Hill.
8. Dr. Vasant Desai, —Management of small-scale industries, Himalayan Publishing House

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Program: Bachelor of Management Studies (B.M.S.)				Semester: III	
Course: STRATEGIC MANAGEMENT				Course Code: UCMABMS302	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutori al (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
4	-	-	4	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • The objective of this course is to learn the management policies and strategies at every Level to develop conceptual skills in this area as well as their application in the corporate world. • The focus is to critically examine the management of the entire enterprise from the Top Management viewpoints. • 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. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Comprehend the concept of strategy and its several types.					
CO2: Identify the importance of environmental analysis, strategy formulation, types and benefits of strategies and the key challenges faced in formulation and implementation of strategies.					
CO3 : Develop the effective business strategies					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction				12
2	Strategy Formulation				15
3	Strategic Implementation				13
4	Strategic Evaluation & Control				15
5	Project work and Presentations				5
Total					60
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Unit	Topic	No. of Hours
Module 1	<p>Introduction</p> <ul style="list-style-type: none"> • Business Policy-Meaning, Nature, Importance • Strategy-Meaning, Definition • Strategic Management- Evolution, Meaning, Definition, Importance, • Strategic management Process & Levels of Strategy and Concept and importance of Strategic Business Units (SBU's) • Strategic Intent-Mission, Vision, Business Definition (Darek Abell), Goals, Objective, Plans 	12
Module 2	<p>Strategy Formulation</p> <ul style="list-style-type: none"> • Environment – Characteristics, Factors, Environment Analysis (PESTLE Analysis) and Scanning (SWOT Matrix) • Corporate Level Strategy (Growth, Stability, Retrenchment, Integration and Internationalization) Types, Characteristics, advantages & disadvantages • Business Level Strategy (Cost Leadership, Differentiation, Focus) Types, characteristics, advantages & disadvantages • Tactics: Market location and Timing tactics with its sub types and Pros and Cons • Functional Level Strategy (R&D, HR, Finance, Marketing, Production Case studies) 	15
Module 3	<p>Strategic Implementation</p> <ul style="list-style-type: none"> • Models of Strategy making. • Strategic Analysis & Choices & Implementation: Tools : BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Mc Kinsey Frame Work • Implementation: Meaning, Steps and implementation, Process, Structural implementation, Types of Organization structures- Characteristics, Advantages, disadvantages, Functional level implementation. • Case studies 	13
Module 4	<p>Strategic Evaluation & Control</p>	15

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	<ul style="list-style-type: none">• Strategic Evaluation & Control– Meaning, Steps of Evaluation & Techniques of Control, Types• Synergy: Concept, Types, Synergy as a Component of Strategy & its Relevance.• Change Management– Elementary Concept• Factors leading to change, Resistance to change, Techniques in managing change• Case studies.	

To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

SUGGESTED READINGS:

Essential Readings:

1. Business Policy and Strategic Management (Azhar Kazmi, Tata Mc Graw hill)
2. Managing Organisational change (V.Nilakant, S. Ramnarayan)-SAGE Publishing

Supplementary Readings:

1. Strategic Management - Concepts and Cases, Fred. R. David, Prentice Hall India.
2. Guillick, "Strategic Management- Concepts and Cases
3. Fred. R. David. "Strategic Management- Concepts and Cases". Prentice Hall India

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Program: Bachelor of Management Studies (B.M.S.)				Semester: III	
Course: MANAGEMENT ACCOUNTING				Course Code: UCMABMS303	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To acquaint management learners with basic accounting fundamentals. • To develop financial analysis skills among learners. • The course aims at explaining the core concepts of business finance and its importance in managing a business 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Recall and comprehend the importance of Management Accounting in decision making					
CO2: Describe and interpret various ratios.					
CO3: Apply the concepts learned to prepare cash flow statements with reference to Accounting Standard No 3 and provide estimate of working capital.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Analysis and Interpretation of Financial statements				12
2	Ratio analysis and Interpretation				12
3	Cash flow statement				11
4	Working capital				10
Total					45

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To develop scientific temper and interest by exposure through industrial visits and

Unit	Topic	No. of Hours
Module 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. 	12
Module 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, Expense's ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock 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, Debt Service Coverage Ratio, Debtors Turnover, Creditors Turnover Ratio • Different modes of expressing ratios: -Rate, Ratio, Percentage, Number. Limitations of the use of Ratios. 	12
Module 3	Cash flow statement Preparation of cash flow statement as per Accounting Standard-3(revised)	11
Module 4	Working capital <ul style="list-style-type: none"> • Working capital management-Concept, Nature of Working Capital, Planning of Working Capital, Estimation of requirements in case of Trading & Manufacturing Organizations. • Receivables Management-Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule] • Cash Management - Motives of holding cash, strategies of cash management, Cash Budget, Budgeting of receipts and payments 	10

Suggested Readings:

Essential Readings:

1. Management Accounting by Khan & Jain, Tata Mcgraw
2. Cost & Management Accounting by Ravi N.Kishor ,Taxmann Publication

Supplementary Readings:

1. Essential of Management Accounting by P.N.Reddy, Himalaye
2. Advanced Management Accounting by Robert S Kailar, Holl
3. Financial Of Management Accounting by S.R.Varshney, Wisdom
4. Introduction Of Management Accounting by Charbs T Horngram, PHI Learnng
5. Management Accounting by I.m.Pandey, Vikas Publishing house
6. Management Accounting by R.P.Rustagi, Taxmann Publication

Other References:

1. Study Material of ICAI and ICSI

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Program: Bachelor of Management Studies (B.M.S.)				Semester: III	
Course: CONSUMER BEHAVIOUR				Course Code: UCMABMS304	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To provide a foundation in basic consumer psychology • An understanding of the individual and environmental determinants that affect consumer behaviour • Insight into how to investigate consumer behaviour using decision making models • Understanding new trends in online consumer behaviour 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Develop an understanding of consumer motivations and decision processes.					
CO2: Analyse which determinants play a role in affecting consumer behavior					
CO3: Design appropriate marketing mix based on type of consumer behaviour					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Consumer Behaviour				10
2	Individual Determinants of Consumer Behaviour				10
3	Environmental Determinants of Consumer Behaviour				10
4	Consumer decision making models and new trends				10
5	Project work and Presentations				05
Total					45

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Unit	Topic	No. of Hours
Module 1	<p>Introduction to Consumer Behaviour</p> <ul style="list-style-type: none"> • Meaning of Consumer Behaviour, Features and its 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 • Consumer Behaviour and its application in Marketing Management • Consumer Decision Making Process, individual and environmental factors affecting purchase decisions (Determinants of Buyer Behaviour) 	10
Module 2	<p>Individual Determinants of Consumer Behaviour</p> <ul style="list-style-type: none"> • Needs & Motivation - Consumer needs and their types: Physical, psychological and learned needs, Motivation and theories of motivation – Maslow's hierarchy of needs, Mc Clelland's theory of need achievement. • Personality & Lifestyle – Concept, Nature of personality, Freudian theory, neo – Freudian theory and Trait theory, Personality Traits and consumer behaviour, Product personality and brand personification, Lifestyle: AIO framework and VALS framework • Self-Concept/Self Image – Concept, types of self-images, altering self-image • Consumer Perception: Internal & external factors affecting perception, the perceptual process • Learning – Theories of learning – Classical conditioning, Operant conditioning & social learning, • Attitude – Concept of attitude, characteristics of consumer attitudes, three components of attitude: cognitive, affective & conative, functions of attitude, factors involved in attitude formation, strategies for changing attitude 	10
Module 3	<p>Environmental Determinants of Consumer Behaviour</p> <ul style="list-style-type: none"> • Family Influences on Buyer Behaviour: The family life cycle, roles of different family members in decision making, marketing strategy to deal with family decision making, marketing to 	10

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	<p>children</p> <ul style="list-style-type: none"> • Social Class and Influences: Characteristics of social class, influence of social class on saving and buying attitude, growing Indian middle class • Reference Groups: Characteristics of reference groups affecting consumer behaviour- norms, values, roles, status, socialisation and power, types of reference groups • Opinion Leader: Concept, characteristics of an opinion leader, marketing strategies to influence opinion leaders for diffusion of innovation and adaption of product, opinion leaders on social media • Culture: Understanding culture and its characteristics, concept of sub-culture, types of culture and sub culture and their influences on individuals, role of norms, customs, traditions and value system; Traditional and changing Indian values 	
Module 4	Consumer decision making models and new trends	10
	<ul style="list-style-type: none"> • Diffusion of innovations: Process of Diffusion and Adoption of Innovation, Typical profile of Innovator, non adopter categories • Institutional buyer behaviour: Characteristics of institutional markets, participants in institutional buying, factors influencing institutional buyer behaviour • E-Buying behaviour The E-buyer vs. Brick and Mortar buyer, Influences on E-buying behaviour 	

Suggested Readings:

Essential Readings:

1. Schiffman, L.G., Kanuk, L.L., & Kumar, S.R. (2011). Consumer Behaviour. (10th ed.). Pearson.
2. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.

Supplementary Readings:

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

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Program: Bachelor of Management Studies (B.M.S.)				Semester: III	
Course: MEDIA PLANNING				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To provide a foundation in basics of a Media plan • To understand budget allocation for a Media plan • To learn the various media mix and its implementation 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Contrast on procedures, requirements, and techniques of media planning and buying.					
CO2: Get familiarized with budget allocation for a Media plan.					
CO3: Administer the various media mix and its implementation					
CO4: Develop knowledge of various characteristics of media.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Media Planning and Selection & Sources of media research				10
2	Media planning process & Criterion for selecting media vehicles				10
3	Selecting suitable Media options and Media Buying & Communication Mix				10
4	Negotiation skills in Media Buying & Digital Advertising				10
5	Project work and Presentations				05
Total					45

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Unit	Topic	No. of Hours
Module 1	<p>Introduction to Media Planning and Selection</p> <p>An Overview of Media Planning Basic Terms and Concepts The function of Media planning in advertising Role of Media planner Challenges in Media planning Media Brief Media Audit NCCS Grid</p> <p>Sources of media research</p> <p>Nielson Clear Decision (NCD for Print) Broadcast Audience Research Council Audit Bureau of Circulation RAM Comscore – Digital</p>	10
Module 2	<p>Media planning process</p> <p>Situation analysis and Marketing strategy plan Setting Media objectives Determining Media strategy Selecting broad Media classes Selecting Media within classes Budget and Media Buying Evaluation</p> <p>Criterion for selecting media vehicles</p> <p>• Reach • Frequency • GRPS/GVT Ratings TVT Ratings • Cost efficiency • Cost per thousand • Cost per rating • Waste • Circulation • Pass-along rate (print)</p>	10
Module 3	<p>Selecting suitable Media options and Media Buying</p> <p>• Newspaper • Magazine • Television (National, Regional and Local) • Radio • Outdoor and out of home • Cinema Advertising • Digital Advertising</p> <p>Communication Mix</p> <p>• • Events • sponsorship • Merchandising • Point of purchase • In-film advertising • Mobile advertising • word of mouth • Ambient advertising</p>	10
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Module 4	<p>Negotiation skills in Media Buying</p> <ul style="list-style-type: none"> • Negotiation Strategies • Laws of Persuasion Digital Media Planning and Buying a. Various Digital channels <ul style="list-style-type: none"> • Search Engine Optimisation • Search Engine Marketing • Email marketing – (Cost per email open (CPO), Cost per email sent (CPS), Cost per Visit, Cost per click, cost per transaction, cost per form fill or cost per lead (CPL) • Targeting/Remarketing, Mobile advertising (WAP & APP) b. Various types of digital <ul style="list-style-type: none"> • Display Advertising ads and its various Ad formats • Video Advertising and its various Ad formats • Types of social media (Text + Visual, FB, Twitter, Instagram, Snap Chat etc.) c. Buying Digital Advertising <ul style="list-style-type: none"> • An Overview Paid media, Owned media and Earned media • Direct buys from the websites • Programmatic Buying: [DSP (Demand side platform) or RTB (Real time bidding)] • Cost per action (CPA), or pay per action (PPA) Cost per conversion or Revenue sharing or cost per sale • Advertising via Premium Publishers • Advertising via Networks and Exchanges 	10

Suggested Readings:

Essential Readings:

Advertising Media Planning, by Roger Baron, Jack Sissors, McGraw Hill, Seventh Edition

Supplementary Readings:

Advertising Media Planning- Jack Z Sissors, McGraw Hill 6th Edition

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.)				Semester: III	
Course: BUSINESS ECONOMICS – II (MACRO)				Course Code: UCMABMS305	
Teaching Scheme			Evaluation Scheme		
Lecture (Hours per week)	Practical (Hours per week)	Tutori al (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ul style="list-style-type: none"> • To build a strong foundation in macro economics • To provide knowledge regarding important macroeconomic concepts and theories 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Recall and Understand the meaning, nature and subject matter of macro-economics.					
CO2: Describe the major macro-economic problems like inflation.					
CO3: Apply the macroeconomic concepts to study various instruments of monetary and fiscal policies and the objectives of such policies.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Macroeconomic Data and Theory				10
2	Money, Inflation and Monetary Policy				10
3	Constituents of Fiscal Policy				10
4	Open Economy: Theory and Issues of International Trade				10
5	Project work and Presentations				05
Total					45

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Unit	Topic	No. of Hours
Module 1	<p>Introduction to Macroeconomic Data and Theory</p> <ul style="list-style-type: none"> • Macroeconomics: Meaning, Schools of Thought, Scope and Importance. • Unemployment (Structural, Frictional and Cyclical) • Circular flow of income • National Income Accounting- Concepts and Significance, Green GNP • Relationship between National Income and Economic Welfare. • Short run economic fluctuations: Features and Phases of Trade Cycles • Theory of Investment Multiplier • Simple problems involving computation of national income. • ISLM Analysis • Aggregate Demand and Aggregate Supply Analysis (Concept/ Introduction) 	10
Module 2	<p>Money, Inflation and Monetary Policy</p> <ul style="list-style-type: none"> • Money Supply: Concept, Determinants of Money Supply - Factors influencing Velocity of Circulation of Money • Demand for Money: Motives for holding money as per Keynes and Keynes' liquidity preference theory of interest • Inflation: Demand Pull Inflation and Cost Push Inflation – Concept of Hyperinflation, Effects of Inflation • Inflation vs Deflation: which is a bigger evil? • Concept of Real Income (based on simple sum) • Concept of Wage price spiral • Monetary policy: Meaning, objectives and instruments, inflation targeting 	10
Module 3	<p>Constituents of Fiscal Policy</p> <ul style="list-style-type: none"> • Principles of Sound and Functional Finance • Meaning & Objectives of Fiscal Policy <ul style="list-style-type: none"> • Instruments of Fiscal policy • Canons of taxation • Significance of Public Expenditure 	10

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	<ul style="list-style-type: none"> • Public Debt • Union budget -Structure • Fiscal Responsibility and Budget Management Act. 	
Module 4	<p>Open Economy: Theory and Issues of International Trade</p> <ul style="list-style-type: none"> • The basis of international trade: Ricardo's Theory of comparative cost advantage • Difference between Ricardo and The Heckscher – Ohlin theory • Arguments in favour of free trade and protectionism • Foreign Direct Investment vs Foreign Portfolio investment • Merits of Foreign Direct Investment • Role of Multinational corporations • Balance of Payments: Structure, Causes & Measures to correct disequilibrium in balance of payment • Foreign Exchange Market 	10

To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

Suggested Readings:

Essential Readings:

1. Macro Economic theory by T.N/ Hajela (Anne Books)
2. Economics-II by Johnson, Mascarenhas & Mody (Manan Prakashan)

Supplementary Readings:

1. Macro Economics by Dr HL Ahuja (S.Chand)

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.)	Semester: III
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Course: BUSINESS RESEARCH METHODS	Course Code: UCMABMS306
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Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
4	-	-	4	25	75

Learning Objectives:

- The course is designed to orient the students on research, its importance and approach.
- The course intends to give hands on experience and learning in Business Research.

Course Outcomes:
After completion of the course, learners would be able to:

CO 1: Get familiarized about the fundamental skills in formulating research problems.
CO 2: Differentiate and apply the basic statistical tools and techniques applicable for research.
CO 3: Develop the most appropriate methodology for their research.
CO 4: Facilitate research in business & social sciences.
CO 5: Inculcate the analytical abilities and research skills.

Outline of Syllabus: (per session plan)
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Module	Description	No of Hours
1	Introduction to Business Research Methods	08
2	Data collection and Processing	15
3	Data analysis and Interpretation	15
4	Advanced techniques in Report Writing	17
5	Project work and Presentations	05
Total		60

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Unit	Topic	No. of Hours
Module 1	<p>Introduction to business research methods</p> <ul style="list-style-type: none"> • Meaning and objectives of research • Types of research – <ol style="list-style-type: none"> 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 – case studies for each to differentiate between the two • 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 – a) meaning of sample and sampling, b) methods of sampling- i) Non Probability Sampling – Convenient, Judgment, Quota, Snow ball ii) Probability – Simple Random, Stratified, Cluster, Multi Stage. 	08
Module 2	Data collection and Processing:	15
	<ul style="list-style-type: none"> • Types of data and sources – Primary and Secondary data sources • Methods of collection of primary data Observation- structured and unstructured, disguised and undisguised, mechanical observations (use of gadgets) 	Page 26

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	<p>Experimental Field Laboratory Interview – i) Personal Interview focused group, in-depth interviews -Method Survey – Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. Survey instrument – i) Questionnaire designing. Types of questions- a)structured/ close ended and b)unstructured/ open ended, c) Dichotomous, d) Multiple Choice Questions. Scaling techniques- i) Likert scale, ii) Semantic Differential scale New and innovative methods of data collection. Digital data collection tools e.g. use of social media for data collection purposes, Real time data handling, compilation and analyzing for decision making</p>	
Module 3	Data analysis and Interpretation	15
	<ul style="list-style-type: none"> • a) Processing of data – i) Editing – field and office editing, ii) coding – meaning and essentials, iii) tabulation – note • b) Analysis of data- Meaning, Purpose, types. • c) Interpretation of data- Essentials, importance and Significance of processing data • d) Multivariate analysis – concept only • e) Testing of hypothesis – concept and problems – i) chi square test, ii) Z and t-test (for large and small sample) Steps in hypothesis testing 	
Module 4	Advanced Research Report Writing	17
	<ul style="list-style-type: none"> • 1) Report writing – i) Meaning, importance, functions of reports, essentials of a good report, content of report, steps in writing a report, types of reports, Footnotes and Bibliography • 2) Ethics and research • 3) Objectivity, Confidentiality and anonymity in Research • 4) Plagiarism • What counts for plagiarism and tools to detect plagiarism? • Steps to avoid or deal with plagiarism. • An Overview of different types of report such as Techno Economic Feasibility • Contemporary research approaches: 	

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	<ul style="list-style-type: none"> • Customer satisfaction (Gallop's CS model, For Automobile industry- J D Power's Customer Satisfaction Index (CSI) and Sales Satisfaction Index (SSI) • Corporate image research • Test marketing (Product/concept/promotion testing) – Alpha testing, Beta testing, Full-fledged test marketing • Advertising Effectiveness, Brand Tracking model 	

To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

Suggested Readings:

Essential Readings:

1. Marketing Research: An Applied Orientation by Naresh Malhotra and Satyabhusan Dash Edi, Pearson
2. How to design and report experiments – Andy Field and Graham Hole, Sage Publication

Supplementary Readings:

1. Discovering Statistics using IBM SPSS Statistics by Andy Field, Sage Publication
2. Research for Marketing decisions - Paul E. Green, Donald S. Tull
3. Marketing Research – Text & Cases Harper w. Boyd Jr., Ralph West fall.
4. Research Methodology in Social Sciences, O.R. Krishnaswamy, Himalaya Publications
5. Research Methods for Management, S Shajahan, Jaico Publishing
6. Statistics for Management, Levin & Reuben, Prentice Hall

Ms. Shabana Khan
Head – Department of Management

Approved by
Vice- Principal

Dr. Krutika B. Desai
I/c Principal



**Shri Vile Parle Kelavani Mandal's
MITHIBAI COLLEGE OF ARTS, CHAUHAN INSTITUTE OF
SCIENCE &
AMRUTBEN JIVANLAL COLLEGE OF COMMERCE AND
ECONOMICS (AUTONOMOUS)**

*NAAC Reaccredited 'A' grade, CGPA: 3.57,
Granted under RUSA, FIST-DST & -Star College Scheme of DBT,
Government of India, Best College, University of Mumbai (2016-17)*

Affiliated to the
UNIVERSITY OF MUMBAI

Program: BACHELOR OF MANAGEMENT STUDIES

Semester - IV

**Choice Based Credit System (CBCS) with effect from
Academic Year (2022-23)**

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.)				Semester: IV	
Course: HUMAN RESOURCE MANAGEMENT				Course Code: UCMABMS401	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
4	-	-	4	25	75
Learning Objectives:					
1.To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management.					
2.To give an in-depth insight into various aspects of Human Resource management and make them acquainted with practical aspect of the subject.					
3.To acquaint students about International HRM and its different aspects to understand requirements to work in MNCs or any international markets.					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Comprehend the dynamic nature and process of Human Resource Management.					
CO2: Identify problems related to human resources.					
CO3: Provide concrete solutions to overcome the same.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to HRM				12
2	Recruitment, Selection, Training & Development				15
3	Performance Appraisal, Compensation Management & Career Management				12
4	International HRM				14
5	Project work and Presentations				05
Total					60
					-

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
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Unit	Topic	No. of Hours
Module 1	Introduction to HRM	12
	<p>1) HRM an overview</p> <ul style="list-style-type: none"> · Definition, features, scope, functions of HRM, definition of Personnel Management · Evolution of HRM / trends in HRM · Difference between HRM & PM · Challenges before HR manager · Traits/characteristics of work force · Personnel Manual <p>2) Human Resource Planning</p> <ul style="list-style-type: none"> · Definition · Process · Factors affecting HRP · Human Resource Information System <p>3) VRS, outsourcing, pink slip or termination, retrenchment, downsizing, separation</p> <ul style="list-style-type: none"> · Promotion and transfers 	
Module 2	Recruitment, Selection, Training & Development	15
	<p>1) Job analysis, job design and job evaluation</p> <ul style="list-style-type: none"> · Job analysis- Definition, methods of collecting job data, Merits, Demerits · Job design- definition, factors affecting job design · Job evaluation- definition, process of job evaluation <p>2) Recruitment, Selection & Induction</p> <ul style="list-style-type: none"> · Recruitment- definition, Sources, Merits, Demerits · Selection- definition, process, Types of selection test, Types of interviews · Induction or orientation- Definition, Methods · Placement <p>3) Training & development</p> <ul style="list-style-type: none"> · Definition of training and development · Methods of training managers · How to evaluate effectiveness of training programs · Advantages of Training & Development <p>4) Learning Management System (LMS) – Concept, Importance, Utility</p>	
Module 3	Performance Appraisal, Compensation Management & Career Management	12
	<p>1) Performance appraisal</p> <ul style="list-style-type: none"> · Definition · Methods of appraisal · Advantages, Limitations 	

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	<p>2) Compensation management</p> <ul style="list-style-type: none"> · Components of salary or salary scheme · Fringe benefits, definition and types · Performance linked incentives · Definition, advantages, disadvantages <p>3) Career planning & development</p> <ul style="list-style-type: none"> · Definition· Process, Career stages, · Employee retention (concept) · Succession planning (concept)) Participative Management concepts and its techniques · Industrial relations concept and definition <p>Case studies</p>	
Module 4	International HRM	14
	<p>1) International HRM an Overview</p> <p>International HRM- Meaning and Features, Reasons for the Emergence of IHRM</p> <ul style="list-style-type: none"> • Difference between International HRM and Domestic HRM • Approaches to IHRM- Ethnocentric, Polycentric, Geocentric and Regiocentric • Qualities of Global Managers • Cross Cultural Management- Meaning, Convergence of Cultures, Role of IHRM in Cross Culture Management, Problems of Cross Cultural Issues in Organizations • Managing Diversity in Workforce • Dealing with Cultural Shock <p>2) Managing Expatriation</p> <p>Concepts of PCNs (Parent-Country Nationals), TCNs(Third-Country Nationals) and HCNs(Host-Country Nationals)</p> <ul style="list-style-type: none"> • Expatriation- Meaning, Reasons for Expatriation, Factors in Selection of Expatriates, Advantages of Using Expatriates, Limitations of using Expatriates, Role of Family, Reasons for Expatriate Failure, Women and Expatriation, Requirements/Characteristics of Effective Expatriate Managers <p>3) Managing Repatriation</p> <p>Repatriation- Meaning, Repatriation Process, Factors affecting Repatriation Process</p> <p>Case Studies on Several HR Practices</p>	

To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Suggested readings:

Essential Readings:

1. K. Aswathappa, "Human Resources & Personnel Management- Tata Mc Graw Hill

Supplementary Readings:

1. Edwin B. Flippo, "Principles Of Personnel Management", Mc Graw Hill
2. International Human Resource Management Anne-Wil Harzing, Ashly Pinnington

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.)				Semester: IV	
Course: Production and Total Quality Management				Course Code: UCMABMS402	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutori al (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To help students understand the process of transformation of a range of inputs into the required output (products/services). 2. To introduce them to the planning, implementation and control of industrial production processes to ensure smooth and efficient operation. 3. To introduce them to the branch of logistics that deals with the tangible components of a supply chain. 4. To give an adequate exposure to the product/service quality concept and the means to achieve it. 5. To provide an overview of how company productivity can be improved 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Enumerate the processes related to various Manufacturing activities and concepts					
CO2: Provide conceptual knowledge of working of manufacturing and production system					
CO3: Developing competency to implement effective managerial practices in manufacturing					
CO4: Apply techniques for effective utilization and managing production of good quality products and services at competitive prices.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Production Management				10
2	Materials Management				10
3	Introduction to Productivity				10
4	Quality Management				10
5	Project work and Presentations				05
Total					45
					-

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Unit	Topic	No. of Hours
Module 1	Introduction to Production Management	10
	<ul style="list-style-type: none"> • Introduction to the concept of operations and Operation Management • Manufacturing Systems: Continuous and Intermittent Production systems • Relation of Production with other Functions like design function, purchase function • Production classification, product selection (steps in identifying the product for manufacturing) • Product Design and Development (market pull, technology push, inter functional approach). • Facility/ Plant Location and Factors affecting Plant Location Decision • Plant layout, difference between various types of layout (Product layout, process layout, Cellular layout, Static layout) Plant maintenance. • Production Planning and Control 	
Module 2	Materials Management	10
	<ul style="list-style-type: none"> • Purchase Management • Importance of purchasing, various R's of Purchasing, purchasing systems • Concept, Objectives, Importance of materials management • Introduction to Demand Forecasting • Brief introduction of Material Handling Equipment • Brief introduction of Inventory management: EOQ, Inventory Control, Reorder Level, Lead Time, Safety Stock, Make or Buy Decision 	
Module 3	Introduction to Productivity	10
	<ul style="list-style-type: none"> • Concept of productivity • Various ways/modes of calculating it • Ways to improve productivity • Types: Partial Productivity and Total Productivity (Simple direct problems relating to productivity, partial productivity and total productivity) • Lateral thinking, Brainstorming and Split Brain theory • Ergonomics 	
Module 4	Quality Management	10
	<ul style="list-style-type: none"> • Product and Service Quality dimensions • Characteristics of quality • Quality Assurance and Quality Control • Quality Tools and Concepts like Quality Circles, Fish Bone Diagram, Poka Yoke, KanBan • TQM and Elements of Total Quality System, Seven Deadly Sins, Mura, Muri and Muda 	

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Jivanlal College of Commerce & Economics (AUTONOMOUS)**

	<ul style="list-style-type: none"> • Kaizen • Philosophies regarding Quality, namely, Deming and his contribution to quality, • Deming's 14 point for management, • Juran's philosophy regarding quality • Cost of Quality • Six Sigma • ISO Standards regarding quality such as ISO 9000, QS 9000 and other emerging standards • Quality Awards: Malcolm Bridge, National Quality Award, Deming Application Prize 	
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Suggested Readings:

Essential Readings:

1. Production and Total Quality Management- Sunny Fernandes, Rishabh Publication

Supplementary Readings:

1. Principles of Operation Management Jay Heizer Prentice Hall
2. The Lean Manufacturing Pocket handbook Kenneth W. Dailey D W Publishing
3. The Toyota Product Development System: Integrating people, process and technology
James M. Morgan and Jeffrey K. Liker Productivity Press
4. The Toyota Production System: Beyond large scale production Taiichi Ohno and Norman Bodek Productivity Press
5. Operations management: Processes and Value Chains Lee J. Krajewski, Larry P. Ritzmann and Manoj K. Malhotra Prentice Hall
6. Productivity and Inventory Management Donald Fogarty, John H Blackstone, Thomas R Hoffman Douth – Western College
7. Production and inventory Control: Principles and Techniques George W Plossl Prentice Hall
8. Production Planning and Control W Bolton Addison Wesley Longman Limited
9. Journal on Material and Supply chain, materials management Review (MMR), Indian Institute of Materials Management, Bangalore
10. Material Management: An Integrated approach P Gopalakrishnan and M Sunderesan Prentice Hall – international
11. Productivity Techniques Srinivas Gondhalkar and Uday Salunkhe Himalaya Publishing House
12. Productivity Techniques Gerard Leone and Richard D Rahn Jaico Book House
13. TQM: Text with cases John S Oakland Butterworth Heinemann
14. Total Productivity Management- A systematic and quantitative approach to compete in quality, price and time David J Sumanth St.Lucie Press
- 15 The five pillars of TQM: How to make total quality management work for you Bill Creech Dutton/Plume

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16 Six Sigma for dummies Craig Gygi, Neil DeCarlo Bruce Williams

17 Fundamentals of quality control and Improvement Anitava Mitra Pearson Education, India

18 Productivity Management: Text and Cases Chen Gordon K.C and McGrath R Dryden Press

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.)				Semester: IV	
Course: Sales and Distribution Management				Course Code: UCMABMS403	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutori al (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75

Learning Objectives:

1. To introduce the concept of sales, distribution and its relationship with marketing
2. To understand importance of market analysis, methods of sales and channel management
3. Understand evaluation and control of sales and distribution, and current trends

Course Outcomes:

After completion of the course, learners would be able to:

- CO1:** Get familiarized with concepts, approaches and the practical aspects of the key decision-making variables in sales management and distribution channel management..
- CO2:** Analyze best methods of sales and distribution in different scenarios and industries
- CO3:** Develop an understanding of the sales & distribution processes in organizations.

Outline of Syllabus: (per session plan)

Module	Description	No of Hours
1	Introduction	10
2	Market Analysis and Selling	11
3	Distribution Channel Management	11
4	Performance Evaluation, Ethics and Trends	08
5	Project work and Presentations	05
Total		45
		-

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Unit	Topic	No. of Hours
Module 1	Introduction	10
	<ul style="list-style-type: none"> • Sales Management, Meaning, Role of Sales Department, Evolution of Sales Management • Interface of Sales with Other Management Functions • Qualities of a Sales Manager • Sales Management: Meaning, Developments in Sales Management- Effectiveness to Efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. • Structure of Sales Organization – Functional, Product Based, Market Based, Territory Based, Combination or Hybrid Structure a. Distribution Management: Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels b. Integration of Marketing, Sales and Distribution 	
Module 2	Market Analysis and Selling	11
	<p>a. Market Analysis:</p> <ul style="list-style-type: none"> • Market Analysis and Sales Forecasting, Methods of Sales Forecasting • Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota • Factors Determining Fixation of Sales Quota • Assigning Territories to Salespeople <p>b. Selling:</p> <ul style="list-style-type: none"> • Process of Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing • Theories of Selling – Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory • Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill • Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy • Difference Between Consumer Selling and Organizational Selling • Difference Between National Selling and International Selling • Case Study on sales strategies by firms in India 	
Module 3	Distribution Channel Management	11
	<ul style="list-style-type: none"> • Management of Distribution Channel – Meaning & Need • Channel Partners- Wholesalers, Distributors and Retailers & their Functions in Distribution Channel, Difference Between a Distributor and a Wholesaler • Choice of Distribution System – Intensive, Selective, Exclusive 	Page 39

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

	<ul style="list-style-type: none"> • Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost • Factors Affecting Effective Management Of Distribution Channels <ol style="list-style-type: none"> 1. Channel Design 2. Channel Policy 3. Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel, Reasons for Channel Conflict 4. Resolution of Conflicts: Methods – Kenneth Thomas's Five Styles of Conflict Resolution 5. Motivating Channel Members 6. Selecting Channel Partners 7. Evaluating Channels 8. Channel Control • Case Study on Distribution strategies by firms in India 	
Module 4	Performance Evaluation, Ethics and Trends	08
	<ul style="list-style-type: none"> • Evaluation & Control of Sales Performance: <p>Sales Performance – Meaning Methods of Supervision and Control of Sales Force Sales Performance Evaluation Criteria- Key Result Areas (KRAs) Sales Performance Review Sales Management Audit</p> • Measuring Distribution Channel Performance: <p>Evaluating Channels- Effectiveness, Efficiency and Equity Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit</p> • Ethics in Sales Management • New Trends in Sales and Distribution Management 	

To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

Suggested Readings:

Essential Readings:

1. Sales And Distribution Management - A. Nag, McGraw Hill, 2013 Edition

Supplementary Readings:

1. Sales Management, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, 5th Edition
2. Sales And Distribution Management – Text & Cases, Krishna K. Havaladar, Vasant M. Cavale, Mcgraw Hill Education, 2nd Edition, 2011
3. Sales And Distribution Management, Dr. Matin Khan, Excel Books, 1st Edition
4. Principles Of Marketing – South Asian Perspective, Kotler & Armstrong, Pearson Education, 13th Edition.

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.)				Semester: IV	
Course: Financial Management				Course Code: UCMABMS404	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutori al (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To have conceptual understanding on capital budgeting. 2. To develop critical thinking on Finance decision making and problem-solving competencies, at both the individual and group levels. 3. To apply financial theory to real life situations. 4. To understand the need & importance of financial decisions. 5. To learn and formulate various sources of Finance. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Get familairized and Recall the concept of finance, cost of capital					
CO2: Describe the concepts of capital structure and Capital Budgeting					
CO3: Develop Capital Structure for organisations.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to FM, scope & goals				04
2	Capital budgeting & lease financing				15
3	Capital structure				10
4	Cost of capital, Leverages & Sources of Funds				16
Total					45

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Unit	Topic	No. of Hours
Module 1	Introduction to FM	04
	a. Introduction to FM, scope & goals	
Module 2	Capital budgeting & Lease financing	15
	<ul style="list-style-type: none"> • a. Capital budgeting <ul style="list-style-type: none"> • Nature of Capital Budgeting • Purpose of Capital Budgeting • Capital Budgeting Process • Types of Capital Investment • Basic Principle of Measuring Project Cash Flows • Increment Principle, Long Term Funds Principle, Exclusion of Financial Cost Principle, Post Tax Principle • Capital Budgeting Techniques: Net Present Value Profitability Index and Discounted Pay Back Method. • A Comparison; Project Selection Under Capital Rationing <p>(Note: Problems on computation of cash flow, ranking of projects on various techniques, selection and analysis with / without capital rationing)</p> <ul style="list-style-type: none"> • Lease financing: <ul style="list-style-type: none"> • Introduction • Operating and finance lease • Sale and lease back 	
Module 3	Capital structure	10
	<ul style="list-style-type: none"> • Factors effecting capital structure • Pecking order theory • EBIT EPS Analysis • Theories of Capital Structure 	
Module 4	Cost of capital , Leverages & Sources of Funds	16
	<ul style="list-style-type: none"> • Introduction and Definition of Cost of Capital • Measurement of Cost of Capital • Measurement of WACC using book value and market value method. 	Page 42

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	<ul style="list-style-type: none">• Measuring Marginal Cost of Capital <p>LEVERAGES :</p> <ul style="list-style-type: none">• Concepts• Types: Operating, financial and combined leverage <p>SOURCES OF FUNDS</p> <p>Short term & Long term Sources of Finance</p> <p>-Crowd funding</p> <p>-Venture Funding & Angel Investors</p>	
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To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

Suggested Readings:

Essential Readings:

1. Financial Management: I M Pandey, Vikas Publishing House.
2. Financial Management: M.Y. Khan, P.K. Jain, Tata McGraw Hill.

Supplementary Readings:

1. Financial Management : Ravi M Kishore, Taxman
2. Financial Management : James C Van Horne, Prentice Hall
3. Financial Management: Prassana Chandra, Prentice Hall.
4. Financial Management: Chandra HaribariranIyer: IBHL Publication.

Other Materials:

1. Financial Newspapers
2. ICAI E Resources

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Program: Bachelor of Management Studies (B.M.S.)				Semester: IV	
Course: INNOVATIVE FINANCIAL SERVICES				Course Code:	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutori al (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To familiarize the learners with the fundamental aspects of various issues associated with various financial services 2. To give a comprehensive overview of emerging financial services in the light of globalization 3. To understand the basic concept, functions, process, techniques and create an awareness of the role, functions and functioning of financial service. 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Identify the basic concept, functions, process, and techniques and create an awareness of the role, functions and functioning of financial service					
CO2: Describe the fundamental aspects of various issues associated with various financial services.					
CO3 : Examine emerging financial services in the light of globalization					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction to Traditional Financial Services				10
2	Issue Management and Securitization				10
3	Financial Services and its Mechanism				10
4	Consumer Finance and Credit Rating				10
5	Project work and Presentations				05
Total					45
					-

**SVKM's Mithibai College of Arts, Chauhan Institute of Science & Amrutben
Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Unit	Topic	No. of Hours
Module 1	Introduction to Traditional Financial Services	10
	<ul style="list-style-type: none"> • (a) Financial Service Concept, Objective/Functions, Characteristics, Financial Service Market, Financial Service Market Constituent, Growth of Financial Service in India, Problem in Financial Sector, Banking and Non-banking Companies, Regulatory Framework (b) Factoring and Forfaiting Introduction, Types of Factoring, Theoretical Framework, Factoring Cost, Advantages and Disadvantages of Factoring, Factoring in India, Factoring vs. Forfaiting, Benefits and Drawbacks of Forfaiting, Practical Problems (b) Bills Discounting Introduction, Framework, Bill Market Scheme, Factoring v/s. Bills Discounting in Receivables management 	
Module 2	Issue Management and Securitization	10
	<p>(a) International Marketing Environment Introduction, Merchant Bankers/Lead Managers, Underwriters, Bankers to an Issue, Brokers to an Issue</p> <ul style="list-style-type: none"> • b) Stock Broking Introduction to Stock Brokers, Sub-brokers, Foreign Brokers, Trading and Clearing/Self-clearing Members, Stock Trading (Cash and Normal Derivative Trading) (c) Securitization 	
Module 3	Financial Services and its Mechanism	10
	<ul style="list-style-type: none"> • (a) Lease and Hire Purchase Meaning, Types of Lease – Finance Lease Operating Lease, Advantages and Disadvantages of Leasing, Leasing in India, Legal Aspects of Leasing, Definition of Hire Purchase, Hire Purchase and Installment Sale Characteristics, Hire Purchase and Leasing, Advantages of Hire Purchase, Problems of Hire Purchase (b) Housing Finance Introduction, Housing Finance Industry, Housing Finance Policy Aspects, Housing Finance in India – Major Issues, Housing finance in India – Growth Factors, Housing Finance Institution in India, National Housing Bank(NHB), Fair Trade Practices Code for HFCs, Housing Finance Agencies. (c) Venture Capital: Introduction, Features of Venture Capital Ergonomics 	
Module 4	Consumer Finance and Credit Rating	10
	<ul style="list-style-type: none"> • (a) Consumer Finance Introduction, Sources, Types of Product, Consumer Finance Practices in India, Mechanics of Consumer Finance, Terms, Pricing, Marketing and Insurance of Consumer Finance, Consumer Credit Scoring, Case for and against Consumer Finance (b) Plastic Money Growth of Plastic Money Service in 	

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	India, Types of Plastic Cards, Credit card, Debit Card, Smart Card, Add - on Cards, Performance of Debit and Credit Cards, Benefits of Credit Cards, Dangers of Debit Cards, Prevention of Frauds and Misuse, Consumer Protection. (c) Credit Rating Meaning, Origin, Features, Advantages of Rating, Regulatory Framework, Credit Rating Agencies, Credit Rating Process, Credit Rating Symbols, Credit Rating Agencies in India, Limitations of Rating	
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Suggested Readings:

Essential Readings:

1. Khan M.Y., Financial Services, Mc Graw Hill Education.

Supplementary Readings:

1. Dr. S. Gurusamy, Financial Services, Vijay Nicole Imprints

2. Financial Market and Services, E, Gordon and K. Natrajan, Himalaya Publishing House

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Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.)				Semester: IV	
Course: Taxation				Course Code: UCMABMS405	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutori al (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks- 75 in Question Paper)
3	-	-	3	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To understand the provisions of determining residential status of individual 2. To study various taxation clauses for heads of income 3. To study deductions from total income 4. To compute taxable income and tax payable of Individual assesses 5. To understand the basics of GST registration, computation and return filing 					
Course Outcomes:					
After completion of the course, learners would be able to:					
CO1: Recognize and recall the Principles of Direct and Indirect taxes					
CO2: Describe the steps involved in calculation of tax					
CO3: Apply the concepts learned about tax computation, filing returns in real-life situations.					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Introduction				8
2	Heads of Income – I				15
3	Heads of Income – II				15
4	Indirect Taxes - GST				7
Total					45
					-

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Unit	Topic	No. of Hours
Module 1	Introduction	8
	<p><u>PRELIMINARY</u></p> <ul style="list-style-type: none"> • Definition – Person, Assessee, Income, Assessment, Assessment Year and Previous Year • Basic Concept – Gross Total Income, Total income, sources of income, heads of income, charge of income tax, introduction to relevant components of finance act relating to direct taxes and tax rates. <p><u>BASIS OF CHARGE</u></p> <ul style="list-style-type: none"> • RESIDENCE IN INDIA – Residential status of all persons • SCOPE OF TOTAL INCOME <p><u>INCOMES WHICH DO NOT FORM PART OF TOTAL INCOME</u></p> <ul style="list-style-type: none"> • Agricultural income, sums received from HUF by member, share of profits from firm, scholarships, casual and non-recurring receipts, income of minor child (Head specific exemptions are covered under relevant heads of income) <p><u>DEDUCTIONS TO BE MADE IN COMPUTING TOTAL INCOME</u></p> <ul style="list-style-type: none"> • Deductions from Total Income S. 80C, 80CCC, 80D, 80DD, 80E, 80U, 80TTA 	
Module 2	Heads of Income - I	15
	<p><u>HEADS OF INCOME I:</u></p> <ul style="list-style-type: none"> • Salary (S. 15-17) • Income from House Property (S. 22-27) • Income from other sources (S.56- 59) • Exclusions from Total Income (S.10) (Exclusions related to specified heads to be covered with relevant heads of income) 	
Module 3	Heads of Income - II	15
	<p><u>HEADS OF INCOME II:</u></p> <ul style="list-style-type: none"> • Profit & Gain from Business and Profession • Capital Gain <p><u>COMPUTATION OF TOTAL INCOME</u></p> <ul style="list-style-type: none"> • Computation of Total income of an Individual and tax payable • New Tax regime & Old Tax regime 	
Module 4	INDIRECT TAXES - GST	7
	<ul style="list-style-type: none"> • Introduction to GST, Meaning, Features of GST, • Levy and Collection of GST – Levy and Collection, GST Rate Schedule for Goods and Services. 	Page 48

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	<ul style="list-style-type: none">• Registration – Persons liable for Registration, Persons not liable for Registration, Procedure for Registration• Concept of Supply• Computation of GST (Basic Numerical Sums) <p>Returns –Types of Returns and Provisions relating to filing of Returns (including interest, late fees and Penalty)</p>	
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To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

Suggested Readings:

Essential Readings:

1. *Singhania, Vinod K and Monica Singhania, Students Guide to income tax and GST, Taxmann Publications Pvt. Ltd*
2. *TN Manoharan, Students Handbook on Taxation, Snow white Publications Pvt. Ltd.*

Reference Books:

3. *Girish Ahuja and Ravi Gupta, Systematic approach to taxation, Bharat Law House*
4. *CS KK Agarwal, Income Tax, Tax by KK*
5. *GST Law & Practice – V.S.Datey (Revised Edition)*

Other Material: Study Material of ICAI and ICSI, CBDT circulars and notifications.

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Jivanlal College of Commerce & Economics (AUTONOMOUS)**

Program: Bachelor of Management Studies (B.M.S.)				Semester: IV	
Course: Business Analytics				Course Code: UCMABMS410	
Teaching Scheme				Evaluation Scheme	
Lecture (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Assessment (CA) (Marks - 25)	Semester End Examinations (SEE) (Marks - 75 in Question Paper)
4	-	-	4	25	75
Learning Objectives:					
<ol style="list-style-type: none"> 1. To Understand the concept of Data, Big Data and Analytics. 2. To understand tools & emerging Technologies in Business Analytics 3. To Interpret data findings effectively to any audience, orally, visually and in written formats. 4. To understand principles of big data with real world business cases. 5. To understand the industrial usage of Business Analytics 					
Course Outcomes:					
After completion of the course, learners would be able to:					
<ol style="list-style-type: none"> 1. Recall usage of Analytics in Business 2. Identify the usage of data to perform reporting 3. Analyze data for helping businesses. 3. Develop Analytics in several functional areas 					
Outline of Syllabus: (per session plan)					
Module	Description				No of Hours
1	Big Data				12
2	Business Analytics & Emerging Technologies				15
3	Descriptive, Predictive, Prescriptive & Visual Analytics				12
4	Functional & Industrial usage of Business Analytics				15
5	Project Work & Presentations				6
Total					60
					-

Page Break

Unit	Topic	No. of Hours
Module 1	Big Data & Emerging Technologies	12
	<ul style="list-style-type: none"> • Introduction to Data, Information and Knowledge, • Big Data, Structured and unstructured data, • Sources of Big Data, Key aspects, • Governance of Big Data, Business • Application of Big Data, Technology required store and retrieve big data. 	

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	<ul style="list-style-type: none"> • Distributed and Parallel computing with Big Data • Cloud Computing, • Data Mining – Usage & Importance 	
Module 2	Business Analytics & Emerging Technologies	15
	<ul style="list-style-type: none"> • Need for Business Analytics, Merits and Demerits • Career in Analytics, Qualities required • Business Intelligence, Business Analytics VS Business Intelligence <p>Technology for Business Analytics</p> <ul style="list-style-type: none"> • Machine Learning, Blockchain Technology & its usage • Blockchain Technology & its usage • Augment Reality, Artificial Intelligence - Usage & Importance • Internet of Things • Dashboards in Analytics 	
Module 3	Descriptive, Predictive, Prescriptive & Visual Analytics	12
	<ul style="list-style-type: none"> • Descriptive analytics, Importance and Need, • Predictive analytics, Importance and Need, • Prescriptive analytics, Importance and Need, Prescriptive modeling • Data mining and data mining methodologies <p>Visualising and exploring data</p> <ul style="list-style-type: none"> • Big Data Visualisation: What is visualisation? • Importance of Big Data Visualisation, • Big Data visualisation Tools. <p>P.S. *MS Excel will be used for explaining Data Visualisation of Analytics.</p>	
Module 4	Functional & Industrial usage of Business Analytics	15
	<ul style="list-style-type: none"> • HR Analytics – Usage in Personnel Management and compensation • Finance Analytics • Marketing Analytics – Usage in STP, and other areas. • Social Media Analytics, Mobile Analytics and Visualization. • Social Media Analytics • Web Analytics • Mobile Analytics: What is Mobile Analytics? , Tools for Mobile Analytics • Supply Chain Analytics <p>Business Analytics in Practice:</p> <ul style="list-style-type: none"> • Fintech Analytics • Fraud Analytics • Sentiment Analysis • Healthcare Analytics • Sports Analytics • Analytics for Government and NGO's <p>P.S.</p>	

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	<p>*MS Excel will be used for explaining various concepts of Analytics.</p> <p>*Tools like Google Analytics, Facebook Business Suite & SEMRush will be used to explain the concepts in details</p>	
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To develop scientific temper and interest by exposure through industrial visits and study/educational tours is recommended in each semester.

Suggested Readings:

Essential Readings:

1. Business Analytics, James Evans, Pearson
2. Business Analytics: An Introduction (English, Paperback, Jay Liebowitz)

Supplementary Readings:

1. "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses" by Michael Minelli

TEACHING METHODOLOGY TO BE USED:

1. Slides,
2. Activity,
3. Caselets & Case Study
4. Business examples
5. MS Excel for Analytics
6. Online Tools like SEMRush, Google Analytics

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Approved by
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Dr. Krutika B. Desai
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