



UNIVERSITY OF MUMBAI

SYLLABUS FOR THE SECOND YEAR (SEM- III)  
**For Information Only**

OF THE

BACHELOR OF MANAGEMENT STUDIES (B.M.S.)

DEGREE PROGRAMME

(With effect from the academic year 2015-2016)

## PROPOSED STRUCTURE FOR “B.M.S. CURRICULUM- S.Y. & T.Y. BMS (Sem. III TO Sem. VI)”

Specialization to be offered to Learners from Sem. III onwards

- Finance or
- Marketing or
- Human Resource Management

SEMESTER	COMPULSORY PAPERS	SPECIALIZATION PAPERS
III	4	2
IV	4	2
	Internship for 1-1.5 month and report to be submitted as 100 marks project for Sem. V (Project on Specialization)	
V	2	4
VI	3	4

Proposed Courses to be offered under New System

Semester	Course Title	Course Code
Semester III	<b>Compulsory Courses</b>	
	1. Managerial Economics - II	UBMSFSIII.1
	2. Principles of Marketing	UBMSFSIII.2
	3. Accounting for Managerial Decisions	UBMSFSIII.3
	4. Organization Behaviour & HRM	UBMSFSIII.4
	<b>Any One Elective group to be selected by the learner</b>	
	<b>Finance Group- Electives</b>	
	1. Basics of Financial Services	UBMSFSIII.5
	2. Corporate Finance	UBMSFSIII.6
	<b>Marketing Group- Electives</b>	
	1. Consumer Behaviour	UBMSFSIII.7
	2. Strategic Management	UBMSFSIII.8
	<b>Human Resource Group- Electives</b>	
	1. Recruitment & Selection	UBMSFSIII.9
2. Motivation and Leadership	UBMSFSIII.10	

Semester	Course Title	Course Code	
Semester IV	<b>Compulsory Courses</b>		
	1. Business Planning & Entrepreneurial Mgmt	UBMSFSIV.1	
	2. Business Research Methods	UBMSFSIV.2	
	3. Direct Taxes	UBMSFSIV.3	
	4. Production & Total Quality Management	UBMSFSIV.4	
	<b>Any One Elective group to be selected by the learner</b>		
	<b>Finance Group- Electives</b>		
	1. Advanced Costing & Auditing	UBMSFSIV.5	
	2. Equity & Debt Market	UBMSFSIV.6	
	<b>Marketing Group- Electives</b>		
	1. Integrated Marketing Communication & Advertising	UBMSFSIV.7	
	2. Rural Marketing	UBMSFSIV.8	
	<b>Human Resource Group- Electives</b>		
	1. Training and Development in HRM	UBMSFSIV.9	
2. Change Management	UBMSFSIV.10		

Semester	Course Title	Course Code	
Semester V	<b>Compulsory Courses</b>		
	1. Logistics & Supply Chain Management	UBMSFSV.1	
	2. Ethics & Governance	UBMSFSV.2	
	3. Project work	UBMSFSV.3	
	<b>Finance Group- Electives</b>		
	<b>Any One Elective group to be selected by the learner</b>		
	1. Investment Analysis & Portfolio Management	UBMSFSV.4	
	2. Commodity & Derivatives Market	UBMSFSV.5	
	3. Wealth Management	UBMSFSV.6	
	4. Strategic Financial Management	UBMSFSV.7	
	<b>Marketing Group- Electives</b>		
	1. Services Marketing	UBMSFSV.8	
	2. E-Commerce & Digital Marketing	UBMSFSV.9	
	3. Sales & Distribution Management	UBMSFSV.10	
	4. Customer Relationship Management	UBMSFSV.11	
	<b>Human Resource Group- Electives</b>		
	1. Finance for HR Professionals & Compensation Management	UBMSFSV.12	
	2. Strategic Human Resource Management & HR Policies	UBMSFSV.13	
	3. Performance Management & Career Planning	UBMSFSV.14	
	4. Industrial Relations	UBMSFSV.15	

Semester	Course Title	Course Code	
Semester VI	<b>Compulsory Courses</b>		
	1. Operation Research	UBMSFSVI.1	
	2. Indian Ethos in Mgmt.	UBMSFSVI.2	
	3. Corporate Communication & Public Relations	UBMSFSVI.3	
	<b>Any One Elective group to be selected by the learner</b>		
	<b>Finance Group- Electives</b>		
	1. Risk management	UBMSFSVI.4	
	2. International Finance	UBMSFSVI.5	
	3. Innovative Financial Services	UBMSFSVI.6	
	4. Project Management	UBMSFSVI.7	
	<b>Marketing Group- Electives</b>		
	1. Brand Management	UBMSFSVI.8	
	2. Retail Management	UBMSFSVI.9	
	3. International Marketing	UBMSFSVI.10	
	4. Media Planning & Management	UBMSFSVI.11	
	<b>Human Resource Group- Electives</b>		
	1. HRM in Global Perspective	UBMSFSVI.12	
	2. Organizational Development	UBMSFSVI.13	
	3. HRM in Service Sector Management	UBMSFSVI.14	
	4. Human Resource Planning & Information System	UBMSFSVI.15	

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## UBMSFSIII.1: MANAGERIAL ECONOMICS – II

[60 lectures: 3 Credit]

### Learning Objectives:

1. The aim is to impart understanding of evolution & operation of economic policies.
2. To discuss the effect of Macroeconomic policies on Managerial decisions.
3. To understand factors determining Growth, Inflation, business decisions etc.
4. To improve understanding of how Macroeconomic policy influences business cycles.
5. To understand basic economic principles related to global market and Exchange Rate.

Unit	Name of the Topic	No. of lectures
Unit 1	<b>Introduction to Macro Economics:</b> Macroeconomic Aggregates & Concepts a) Circular Flow of Income, National Income and Related Concepts, Calculation of National Income (Numerical), National Income Deflator, Concept of Human development Index(H.D.I.), Concept of Inclusive Growth, Supply of Money, Demand for Money, Concept of Inflation And Stagflation. b) Determination of Income and Employment - Keynesian Theory - Consumption Function, MEC, Multiplier, Business Cycles - Phases & Features.	17
Unit 2	<b>International Economics:</b> a) Concept of International Trade, Distinction between Domestic and International Trade b) Classical Theory of International Trade - Absolute, Equal and Comparative Cost Difference, Factor Endowment Theory. c) Balance of Payment (B.O.P.) - Structure, Disequilibrium & Types, Measures to correct B.O.P. disequilibrium.	12
Unit 3	<b>Policy Environment:</b> a) Monetary Policy - Objective & Instruments b) Fiscal Policy- Objective & Instruments c) Economic Stabilization - IS-LM Model (Effect of Monetary and Fiscal Policy on National Income, Rate of Interest) d) Trade Policy: Free Trade and Protection.	17
Unit 4	<b>Global Markets &amp; Institution:</b> a) WTO - Agreements and implications, Contentions issues, Dispute settlement mechanisms. b) World Bank - structure - purpose & function. c) Exchange Rate System (Fixed, Flexible & Managed Exchange Rate Systems). Foreign Exchange Market, feature, functions, participant, Factors affecting exchange rate, Foreign exchange quotation and its different type.	14

**Reference Books:**

1. Macroeconomics for Business and management – By H L Ahuja
2. Macroeconomics – By Richard T Froyen
3. Macroeconomics – By Mankiw N G.
4. The Indian Economy – By Ray S K
5. Indian Economy and the WTO – By Vibha Mathur
6. Macroeconomics: Theory and Applications- By G.S. Gupta

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## UBMSFSIII.2: PRINCIPLES OF MARKETING

[60 lectures : 3 Credit]

### Learning Objectives:

1. To study basic concepts in marketing applicable to business
2. To critically analyze the marketing theories and concepts and understand their relevance in perspective to current Business Scenario in India.
3. To develop basic marketing skills among student in order to cater to the needs of marketing industries.

Unit no	Name of the Topic	No. of Lectures
Unit -1	<p><b>Introduction to Marketing:</b></p> <ol style="list-style-type: none"> <li>1. Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function.</li> <li>2. <b>Concepts of Marketing:</b> Needs, wants and demands, transactions, transfer and exchanges.</li> <li>3. <b>Orientations of a firm:</b> Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.</li> </ol>	15
Unit -2	<p><b>Marketing Environment, Research and Consumer Behaviour:</b></p> <ol style="list-style-type: none"> <li>1. The micro environment of business. Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.</li> <li>2. <b>Macro environment:</b> Political Factors; Economic Factors; Socio-Cultural Factors , Technological Factors (PEST Analysis)</li> <li>3. <b>Marketing research:</b> Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research.</li> <li>4. <b>MIS-</b> meaning, features and Importance.</li> <li>5. <b>Consumer Behavior</b> - Meaning, feature, importance, factors affecting Consumer Behavior.</li> </ol>	15
Unit -3	<p><b>Marketing mix-</b> Meaning –elements of Marketing Mix.</p> <ol style="list-style-type: none"> <li>1. Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product.</li> <li>2. Branding –Packing and packaging – role and importance</li> <li>3. Pricing – objectives- factors influencing pricing policy and Pricing strategy.</li> <li>4. Physical distribution – meaning – factor affecting channel selection-types of marketing channels.</li> <li>5. Promotion – meaning and significance of promotion. Promotion tools (brief)</li> </ol>	15

Unit-4	<b>Segmentation, Targeting and Positioning &amp; Trends in Marketing</b> <ol style="list-style-type: none"><li>1. Segmentation – meaning , importance , basis</li><li>2. Targeting – meaning , types</li><li>3. Positioning – meaning – strategies.</li><li>4. New trends in marketing – E-marketing , Internet marketing and marketing using Social network.</li><li>5. Social marketing/ Relationship marketing.</li></ol>	15
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**Reference Books:**

1. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
2. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
4. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
5. Pillai R S, Bagavathi, *Modern Marketing*

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# UBMSFSIIL.3: ACCOUNTING FOR MANAGERIAL DECISION

[60 lectures: 3 Credit]

## Learning Objectives:

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.

Unit	Name of the Topic	No. of lectures
Unit-1	<b>Analysis and Interpretation of Financial statements-:</b> <ol style="list-style-type: none"> <li>1. Study of balance sheet of limited companies schedule VI- (New.). Study of Manufacturing , Trading, Profit and Loss A/c of Limited Companies- Schedule VI (New)</li> <li>2. Vertical Form of Balance Sheet and Profit&amp; Loss A/c- Trend Analysis, Comparative Statement &amp; Common Size.</li> </ol>	15
Unit-2	<b>Ratio analysis and Interpretation</b> (based on vertical form of financial statements)including conventional and functional classification restricted to: <ol style="list-style-type: none"> <li>1. <b>Balance sheet ratios:</b> Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietor's ratio, Debt Equity Ratio, Capital Gearing Ratio.</li> <li>2. <b>Revenue statement ratios:</b> Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio</li> <li>3. <b>Combined ratios:</b> Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Share holder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio,</li> <li>4. Different modes of expressing ratios:- Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.</li> </ol>	15
Unit-3	Preparation of cash flow statement (Accounting Standard-3(revised))	15
Unit-4	<b>Working capital-</b> Concept, Estimation of requirements in case of Trading & Manufacturing Organizations. <b>Receivables management-</b> Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation (Traditional and Numerical- Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]	15

## Reference Books

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

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## UBMSFSIII.4: ORGANIZATION BEHAVIOUR & HRM [60 lectures: 3 Credit]

### Learning Objectives:

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 Behavior as a separate area of management.
3. To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management & OB.

Units	Name of the Topic	No. of lectures
Unit-1	<ol style="list-style-type: none"> <li>1. Introduction to Organizational Behaviour- Concept, definitions, Evolution of OB</li> <li>2. Importance of Organizational Behaviour- Cross Cultural Dynamics, Creating Ethical Organizational Culture &amp; Climate</li> <li>3. Individual and Group Behaviour- OB models –Autocratic, Custodial, Supportive, Collegial &amp; SOBC in context with Indian OB</li> <li>4. Human Relations and Organizational Behaviour</li> </ol>	12
Unit-2	<ol style="list-style-type: none"> <li>1. Managing Communication: Conflict management techniques.</li> <li>2. Time management strategies.</li> <li>3. Learning Organization and Organizational Design</li> <li>4. Rewards and Punishments- Termination, layoffs, Attrition Retrenchment, Separations, Downsizing</li> </ol>	13
Unit-3	<ol style="list-style-type: none"> <li>1. HRM-Meaning objectives, scope and functions</li> <li>2. HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies</li> <li>3. HRD-Concept ,meaning, objectives, HRD functions</li> </ol>	17
Unit-4	<ol style="list-style-type: none"> <li>1. Performance Appraisal: concept, process, methods and problems, KRA'S</li> <li>2. Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.</li> <li>3. Career planning-concept of career Planning, Career stages and carrier planning</li> </ol>	18

### Reference Books:

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.

## UBMSFSIII.5: BASICS OF FINANCIAL SERVICES

[60 lectures : 3 Credit]

### Learning Objectives:

1. The course aims at explaining the core concepts of business finance and its importance in managing a business
2. The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools, types, instruments of financial system in the realm of Indian Financial Market.

Unit no.	Name of the Topic	No. of Lecture
Unit-1	<b>Financial System:</b> An overview of Financial System, Financial Markets, Structure of Financial Market (Organised and Unorganized Market), Components of Financial System, Major Financial Intermediaries, Financial Products, Function of Financial System, Regulatory Framework of Indian Financial System(Overview of SEBI and RBI-Role and Importance as regulators).	14
Unit-2	<b>Commercial Banks, RBI And Development Banks</b> <b>Concept of Commercial Banks-</b> Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms. <b>Reserve Bank of India-</b> Organisation & Management, Role And Functions <b>Development Banks-</b> Characteristics of Development Banks, Need And Emergence of Development Financial Institutions In India, Function of Development Banks.	16
Unit-3	<b>Insurance:</b> Concept, Basic Characteristics of Insurance, Insurance Company Operations, Principles of Insurance, Reinsurance, Purpose And Need Of Insurance, Different Kinds of Life Insurance Products, Basic Idea About Fire And Marine Insurance and Bancassurance	15
Unit-4	<b>Mutual Funds:</b> Concept of Mutual Funds, Growth of Mutual Funds in India, Features and Importance of Mutual Fund. Mutual Fund Schemes, Money Market Mutual Funds, Private Sector Mutual Funds, Evaluation of the Performance Of Mutual Funds, Functioning of Mutual Funds In India.	15

### Reference Books:

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

# UBMSFSIII.6: CORPORATE FINANCE

[60 lectures: 3 Credit]

## Learning Objectives:

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.

Unit	Name of the Topic	No. of Lectures
Unit 1	<b>Introduction To Corporate Finance:</b> Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds. <b>Introduction to ownership securities</b> – Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.	14
Unit 2	<b>Capital Structure and Leverage</b> 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.	16
Unit 3	<b>Time Value of Money</b> 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	15
Unit 4	<b>Mobilisation of Funds</b> Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's. Foreign capital and collaborations, Foreign direct Investment (FDI)	15

Emerging trends in FDI, Global Depository Receipts, Policy development, Capital flows and Equity Debt. Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring	
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**Reference Books:**

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

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# UBMSFSIII.7: CONSUMER BEHAVIOUR

[60 lectures: 3 Credit]

## Learning Objectives:

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.

Unit No.	Name of the Topic	No. of Lectures
Unit 1	<b>Introduction To Consumer Behaviour:</b> 1. Meaning of Consumer Behaviour, Features and Importance 2. Types of Consumer (Institutional & Retail), Diversity of consumers and their behavior- Types Of Consumer Behavior 3. Profiling the consumer and understanding their needs 4. Consumer Involvement 5. Application of Consumer Behavior knowledge in Marketing 6. <b>Consumer Decision Making Process</b> and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition.	14
UNIT 2	<b>Individual Determinants of Consumer Behavior</b> 1. Consumer Needs & Motivation (Theories - Maslow, Mc Clelland). 2. Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification. 3. Self Concept – Concept 4. Consumer Perception 5. Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude Formation & Change. 6. Attitude - Concept of attitude	16
UNIT 3	<b>Environmental Determinants of Consumer Behavior</b> 1. Family Influences on Buyer Behaviour, 2. Roles of different members, needs perceived and evaluation rules. Factors affecting the need of the family, family life cycle stage and size. 3. Social Class and Influences. 4. Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behavior - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process. 5. Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.	15

UNIT 4	<p><b>Consumer decision making models and New Trends</b></p> <ol style="list-style-type: none"> <li>1. Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making</li> <li>2. Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles</li> <li>3. E-Buying behavior The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying</li> </ol>	15

### Reference Books

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. Blackwell, R.D., Miniard, P.W., & Engel, J. F. (2009). Consumer Behaviour. New Delhi: Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A. (2007). Consumer Behaviour – Building Marketing Strategy. (9th ed.). Tata McGraw Hill.
5. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
6. Kotler, P. & Keller, K. L. (2012). Marketing Management (Global Edition) (14th ed.). Pearson
7. Nair, Suja R- Consumer Behaviour in Indian Perspective

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## UBMSFSIII.8: STRATEGIC MANAGEMENT

**[60 lectures: 3 Credit]**

### Learning Objectives:

1. 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.
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.

Unit no.	Name of the Topic	No. of lectures
Unit-1	<ol style="list-style-type: none"> <li>1. Business Policy-Meaning, Nature, Importance</li> <li>2. Strategy-Meaning, Definition</li> <li>3. Strategic Management-Meaning, Definition, Importance, Strategic management</li> <li>4. Process &amp; Levels of Strategy and Concept and importance of Strategic Business Units (SBU's)</li> <li>5. Strategic Intent - Mission, Vision, Goals, Objective, Plans</li> </ol>	12
Unit-2	<p style="text-align: center; font-size: 2em; font-weight: bold; opacity: 0.5;">For Information Only</p> <p><b>Strategy Formulation</b></p> <ol style="list-style-type: none"> <li>1. Environment Analysis and Scanning (SWOT)</li> <li>2. Corporate Level Strategy (Stability, Growth, Retrenchment, Integration and Internationalization)</li> <li>3. Business Level Strategy(Cost Leadership, Differentiation, Focus)</li> <li>4. Functional Level Strategy(R &amp; D, HR, Finance, Marketing ,Production)</li> </ol>	16
Unit-3	<p><b>Strategic Implementation</b></p> <p>Models of Strategy making.</p> <p>Strategic Analysis &amp; Choices &amp; Implementation : BCG Matrix, GE 9 Cell, Porter 5 Forces, 7S Frame Work</p> <p>Implementation: Meaning, Steps and implementation at Project, Process, Structural, Behavioural, Functional level.</p>	18
Unit-4	<p><b>Strategic Evaluation &amp; Control</b> – Meaning, Steps of Evaluation &amp; Techniques of Control</p> <p>Synergy : Concept , Types , evaluation of Synergy. Synergy as a Component of Strategy &amp; its Relevance .</p> <p>Change Management – Elementary Concept</p>	14

## **Reference Books**

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

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## UBMSFSIII.9: RECRUITMENT & SELECTION

**[60 lectures: 3 Credit]**

### Learning Objectives:

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 various aspects of Human Resource management and make them acquainted with practical aspect of the subject.

Unit No	Name of the Topic	No of Lectures
Unit 1	<ol style="list-style-type: none"> <li>1. Concepts of Recruitment- -Meaning, Objectives, Scope &amp; Definition, Importance and relevance of Recruitment.</li> <li>2. Job Analysis- -Concept, Specifications, Description, Process And Methods, Uses of Job Analysis</li> <li>3. Job Design - -Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.</li> <li>4. Source or Type of Recruitment – a) Direct/Indirect, b) Internal/ External.                             <ul style="list-style-type: none"> <li>• Internal - Notification, Promotion – Types, Transfer – Types, Reference</li> <li>• External - Campus Recruitment, Advertisement, Job Boards - Website/Portals, Internship, Placement Consultants- Traditional (J- 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).</li> </ul> </li> <li>5. Technique of Recruitment - Traditional Vs Modern - Recruitment</li> <li>6. Evaluation of Recruitment- Outsourcing Programme</li> </ol>	18
Unit 2	<ol style="list-style-type: none"> <li>1. Selection - Concept of Selection, Criteria for Selection, Process, Advertisement and Application (Blank Format).</li> <li>2. Screening - Pre and Post Criteria for Selection, Steps of Selection</li> <li>3. Interviewing - Types and Guidelines for Interviewer&amp; Interviewee, Types of Selection Tests, Effective Interviewing Techniques.</li> <li>4. Selection Hurdles and Ways to Overcome Them</li> </ol>	15
Unit 3	<ol style="list-style-type: none"> <li>1. Induction - Concept, Types-Formal /Informal, Advantages of Induction ,How to make Induction Effective</li> <li>2. Orientation &amp; On boarding- Programme and Types, Process.</li> <li>3. Socialisation-Types-Anticipatory, Encounter, Setting in,</li> </ol>	15

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	Socialisation Tactics 4. Current trends in Recruitment and Selection Strategies – with respect to Service, Finance, I.T., Law And Media Industry	
Unit 4	1) Preparing Bio-data and C.V. 2) Social and Soft Skills – Group Discussion & Personal Interview, Video and Tele Conferencing Skills 3) Presentation and Negotiation Skills, Aesthetic Skills 4) Etiquettes - Different Types and Quitting Techniques. 5) Exit Interview- Meaning, importance.	12

**Reference Books:**

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

# For Information Only

# UBMSFSIII.10: MOTIVATION AND LEADERSHIP

[60 lectures: 3 Credit]

## Learning Objectives:

1. To gain knowledge of the leadership strategies for motivating people and changing organizations.
2. To study how leaders facilitate group development and problem solving and work through problems and issues as well as transcend differences.
3. To acquaint the students about practical approaches to Motivation and Leadership & its application in the Indian context.

UNIT	Name of the Topic	No. of Lectures
Unit 1	1. Concept of motivation, Importance, Tools of Motivation. 2. Theory Z, Equity theory. 3. Process Theories- Vroom's Expectancy Theory, Valency- Four drive model .	12
Unit 2	1. East v/s West, motivating workers (in context to Indian workers) 2. The Indian scene – basic differences. 3. Work – Life balance – concept, differences, generation and tips on work life balance.	15
Unit 3	1. Leadership – Meaning, Traits and Motives of an Effective Leader, Styles of Leadership. 2. Theories – Trait Theory, Behavioural Theory, Path-Goal Theory 3. Transactional v/s Transformational leaders 4. Strategic leaders – meaning, qualities . 5. Charismatic Leaders – meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)	17
Unit 4	1. Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump) 2. Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein). 3. Contemporary issues in leadership – Leadership roles, team leadership, mentoring, self leadership, online leadership, finding and creating effective leader.	16

## Reference Books

1. Stephen P. Robbins, Timothy A. Judge (Author) - Organizational behaviour (15<sup>th</sup> 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.)

**Paper pattern for Bachelor of Management Studies (B.M.S.)  
under CBSGS System for F.Y./S.Y./T.Y. B.M.S**

**Max. Mks.: 75**

**Time: 2.5 Hours**

**Note:** 1. All questions are compulsory subject to internal choice.  
2. Figures to right indicate full marks.

Q1. Attempt any 2 questions	(15mks)
a)	(7.5 mks)
b)	(7.5 mks)
c)	(7.5 mks)
Q2. Attempt any 2 questions	(15mks)
a)	(7.5 mks)
b)	(7.5 mks)
c)	(7.5 mks)
Q3. Attempt any 2 questions	(15mks)
a)	(7.5 mks)
b)	(7.5 mks)
c)	(7.5 mks)
Q4. Attempt any 2 questions	(15mks)
a)	(7.5 mks)
b)	(7.5 mks)
c)	(7.5 mks)
Q5. Case Study	(15mks)

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