B.K. Birla College of Arts, Science and Commerce (Autonomous), Kalyan.

Unaided Programme

Syllabus of Courses of

Bachelor of Management Studies (B.M.S.)

Programme from Semester I to Semester VI with

Effect from the Academic Year 2018-2019

Management Subjects

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester I with Effect from the Academic Year 2018-2019

Elective Courses (EC)

Business Statistics

Subject code: BUCMSBS103

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to Statistics	15
2	Measures of Dispersion, Co-Relation and Linear Regression	15
3	Time Series and Index Number	15
4	Probability andDecision Theory	15
	Total	**60**

Sr. No.	Modules / Units
1	**Introduction to Statistics**
	• **Introduction:** Functions/Scope, Importance, Limitations • **Data:** Relevance of Data(Current Scenario), Type of data(Primary & Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) (In Brief) • **Presentation Of Data:**Classification – Frequency Distribution – Discrete & Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives) • **Measures Of Central Tendency:**Mean(A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), Comparative analysis of all measures of Central Tendency
2	**Measures of Dispersion, Co-Relation and Linear Regression**
	• **Measures Of Dispersion:** Range with C.R(Co-Efficient Of Range), Quartiles & Quartile deviation with CQ (Co-Efficient Of Quartile), Mean Deviation from mean with CMD (Co-Efficient Of Mean Deviation), Standard deviation with CV(Co-Efficient Of Variance), Skewness& Kurtosis (Only concept) • **Co-Relation:** Karl Pearson, Rank Co-Relation • **Linear Regression:** Least Square Method
3	**Time Series and Index Number**
	• **Time Series:** Least Square Method, Moving Average Method, Determination of Season • **Index Number:** Simple(unweighted) Aggregate Method, Weighted Aggregate Method, Simple Average of Price Relatives, Weighted Average of Price Relatives, Chain Base Index Numbers, Base Shifting, Splicing and Deflating, Cost of Living Index Number
4	**Probability and Decision Theory**
	• **Probability:** Concept of Sample space, Concept of Event, Definition of Probability, Addition & Multiplication laws of Probability, Conditional Probability, Bayes' Theorem(Concept only), Expectation & Variance, Concept of Probability Distribution(Only Concept) • **Decision Theory:** Acts, State of Nature Events, Pay offs, Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty, • Non-Probability: Maximax, Maximin, Minimax, Regret, Laplace &Hurwicz) • **Probabilitistics (Decision Making under risk):**EMV, EOL, EVPI • Decision Tree

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester I with Effect from the Academic Year 2018-2019

Ability Enhancement Courses (AEC)

Business Communication- I

Subject code: BUCMSBCI104

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Theory of Communication	15
2	Obstacles to Communication in Business World	15
3	Business Correspondence	15
4	Language and Writing Skills	15
	Total	**60**

Sr. No.	Modules / Units
1	**Theory of Communication**
	Concept of Communication: Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication **Channels and Objectives of Communication**: **Channels-** Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine **Objectives of Communication**: Information, Advice, Order and Instruction, Persuasion, Motivation, Education,Warning, and Boosting the Morale of Employees(A brief introduction to these objectives to be given) **Methods and Modes of Communication:** Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax]
	Computers and E- communication Video and Satellite Conferencing
2	**Obstacles to Communication in Business World** **Problems in Communication /Barriers to Communication**: Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers **Listening:** Importance of Listening Skills, Cultivating good Listening Skills – 4 **Introduction to Business Ethics:** Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility Teachers can adopt a case study approach and address issues such as the following so as to orient and sensitize the student community to actual business practices: Surrogate Advertising, Patents and Intellectual Property Rights, Dumping of Medical/E-waste, Human Rights Violations and Discrimination on the basis of gender, race, caste, religion, appearance and sexual orientation at the workplace Piracy, Insurance, Child Labour
3	**Business Correspondence**
	Theory of Business Letter Writing: Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block Principles of Effective Letter Writing, Principles of effective Email Writing, **Personnel Correspondence:** Statement of Purpose, Job Application Letter and Resume, Letter of Acceptance of Job Offer, Letter of Resignation [Letter of Appointment, Promotion and Termination, Letter of Recommendation (to be taught but not to be tested in the examination)]

Sr. No.	Modules / Units
4	**Language and Writing Skills**
	Commercial Terms used in Business Communication **Paragraph Writing:** Developing an idea, using appropriate linking devices, etc Cohesion and Coherence, self-editing, etc [Interpretation of technical data, Composition on a given situation, a short informal report etc.] **Activities** ▪ Listening Comprehension ▪ Remedial Teaching ▪ Speaking Skills: Presenting a News Item, Dialogue and Speeches ▪ Paragraph Writing: Preparation of the first draft, Revision and Self – Editing, Rules of spelling. ▪ Reading Comprehension: Analysis of texts from the fields of Commerce and Management

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester I with Effect from the Academic Year 2018-2019

Skill Enhancement Courses (SEC)

Foundation Course -I

Subject code: BUCMSFCI105

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Overview of Indian Society	05
2	Concept of Disparity- 1	10
3	Concept of Disparity-2	10
4	The Indian Constitution	10
5	Significant Aspects of Political Processes	10
	Total	**45**

Sr. No.	Modules / Units
1	**Overview of Indian Society**
	Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender; Appreciate the concept of linguistic diversity in relation to the Indian situation; Understand regional variations according to rural, urban and tribal characteristics; Understanding the concept of diversity as difference
2	**Concept of Disparity- 1**
	Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women in media;Appreciate the inequalities faced by people with disabilities and understand the issues of people with physical and mental disabilities
3	**Concept of Disparity-2**
	Examine inequalities manifested due to the caste system and inter-group conflicts arising thereof; Understand inter-group conflicts arising out of communalism; Examine the causes and effects of conflicts arising out of regionalism and linguistic Differences
4	**The Indian Constitution**
	Philosophy of the Constitution as set out in the Preamble; The structure of the Constitution-the Preamble, Main Body and Schedules; Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society; Basic features of the Constitution
5	**Significant Aspects of Political Processes**
	The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester I With Effect from the Academic Year 2018-2019

Core Courses (CC)

Foundation of Human Skills

Subject code: BUCMSFHS106

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Understanding of Human Nature	15
2	Introduction to Group Behaviour	15
3	Organizational Culture and Motivation at Workplace	15
4	Organisational Change, Creativity and Development and Work Stress	15
	Total	**60**

Sr. No.	Modules / Units
1	**Understanding of Human Nature**
	• **IndividualBehaviour:**Concept of a man, individual differences, factors affecting individual differences, Influence of environment • **Personality and attitude:** Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation , self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions • **Thinking, learning and perceptions:** Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type (IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attributional).
2	**Introduction to Group Behaviour**
	• **Introduction to Group Behaviour** ▪ **Group Dynamics:** Nature, types, group behaviour model (roles, norms, status, process, structures) ▪ **Team effectiveness:** nature, types of teams, ways of forming an effective team. ▪ Setting goals. • **Organizational processes and system.** ▪ **Power and politics:** nature, bases of power, politics nature, types, causes of organizational politics, political games. ▪ **Organizational conflicts and resolution**: Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.
3	**Organizational Culture and Motivation at workplace**
	• **Organizational Culture:** ▪ Characteristics of organizational culture. ▪ Types, functions and barriers of organizational culture ▪ Ways of creating and maintaining effective organization culture • **Motivation at workplace**: Concept of motivation Theories of motivation in an organisational set up. ▪ A.Maslow Need Heirachy ▪ F.Hertzberg Dual Factor ▪ Mc.Gregor theory X and theory Y. Waysofmotivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.

4	**Organisational Change, Creativity and Development and Work Stress**
	• **Organisational change and creativity:** Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving. • **Organisational Development and work stress:** Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester II with Effect from the Academic Year 2018-2019

Elective Courses (EC)

Business Mathematics

Subject Code: BUCMSBS203

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Elementary Financial Mathematics	15
2	Matrices and Determinants	15
3	Derivatives and Applications of Derivatives	15
4	Numerical Analysis [Interpolation]	15
	Total	**60**

Sr. No.	Modules / Units
1	**Elementary Financial Mathematics**
	• **Simple and Compound Interest**: Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest • Annuity-Present and future value-sinking funds • **Depreciation of Assets:** Equated Monthly Installments (EMI)- using flat interest rate and reducing balance method. • **Functions:**Algebraic functions and the functions used in business and economics, Break Even and Equilibrium point. • **Permutation and Combination:** (Simple problems to be solved with the calculator only)
2	**Matrices and Determinants**
	• **Matrices:** Some important definitions and some important results. Matrix operation (Addition, scalar multiplication , matrix multiplication, transpose of a matrix) • **Determinants of a matrix of order two or three**: properties and results of Determinants • Solving a system of linear equations using Cramer's rule • Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method • **Case study:** Input Output Analysis
3	**Derivatives and Applications of Derivatives**
	• **Introduction and Concept:** Derivatives of constant function, logarithmic functions, polynomial and exponential function • **Rules of derivatives:** addition, multiplication, quotient • Second order derivatives • **Application of Derivatives:** Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand
4	**Numerical Analysis [Interpolation]**
	• **Introduction and concept**: Finite differences – forward difference operator – Newton's forward difference formula with simple examples • Backward Difference Operator. Newton's backward interpolation formula with simple examples

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester II with Effect from the Academic Year 2018-2019

Ability Enhancement Courses (AEC)

Business Communication - II

Subject Code: BUCMSBCII204

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Presentation Skills	15
2	Group Communication	15
3	Business Correspondence	15
4	Language and Writing Skills	15
	Total	**60**

Sr. No.	Modules / Units
1	**Presentation Skills**
	Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation Effective use of OHP Effective use of Transparencies How to make a Power-Point Presentation
2	**Group Communication**
	Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit **Meetings:**Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions **Conference:**Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing **Public Relations:** Meaning, Functions of PR Department, External and Internal Measures of PR
3	**Business Correspondence**
	Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given) **Only following to be taught in detail:-** Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act [Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.]
4	**Language and Writing Skills**
	Reports: Parts, Types, Feasibility Reports, Investigative Reports **Summarisation:** Identification of main and supporting/sub points Presenting these in a cohesive manner

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester II with Effect from the Academic Year 2018-2019

Skill Enhancement Courses (SEC)

Foundation Course – II

Subject Code: BUCMSFC-II205

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Globalisation and Indian Society	07
2	Human Rights	10
3	Ecology	10
4	Understanding Stress and Conflict	10
5	Managing Stress and Conflict in Contemporary Society	08
	Total	**45**

Sr. No	Modules /Units
1	**Globalisation and Indian Society**
	Understanding the concepts of liberalization, privatization and globalization;Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.
2	**Human Rights**
	Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights;Human Rights constituents with special reference to Fundamental Rights stated in the Constitution
3	**Ecology**
	Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation- causes and impact on human life;Sustainable development- concept and components; poverty and environment
4	**Understanding Stress and Conflict**
	Causes of stress and conflict in individuals and society; Agents of socialization and the role played by them in developing the individual; Significance of values, ethics and prejudices in developing the individual; Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict
5	**Managing Stress and Conflict in Contemporary Society**
	Types of conflicts and use of coping mechanisms for managing individual stress; Maslow's theory of self-actualisation;Different methods of responding to conflicts in society; Conflict-resolution and efforts towards building peace and harmony in Society

Syllabus of Courses of Bachelor of Management Studies (BMS)Programme at Semester III with Effect from the Academic Year 2018-2019

Information Technology in Business Management-I

Subject Code: BUCMSIT-I303

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction to IT Support in Management	15
2	Office Automation using MS-Office	15
3	Email, Internet and its Applications	15
4	E-Security	15
	Total	**60**

Objectives

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

Sr. No.	Modules / Units
1	**Introduction to IT Support in Management**
	• **Information Technology concepts** Concept of Data, Information and Knowledge Concept of Database • **Introduction to Information Systems and its major components**. Types and Levels of Information systems. Main types of IT Support systems Computer based Information Systems (CBIS) ▪ Types of CBIS - brief descriptions and their interrelationships/hierarchies ▪ Office Automation System(OAS) ▪ Transaction Processing System(TPS) ▪ Management Information System(MIS) ▪ Decision Support Systems (DSS) ▪ Executive Information System(EIS) ▪ Knowledge based system, Expert system • **Success and Failure of Information Technology.** Failures of Nike and AT&T • **IT Development Trends**. Major areas of IT Applications in Management • **Concept of Digital Economy and Digital Organization**. • **IT Resources** Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS)
2	**Office Automation using MS Office**
	• **Learn Word:** Creating/Saving of Document Editing and Formatting Features Designing a title page, Preparing Index, Use of SmartArt Cross Reference, Bookmark and Hyperlink. Mail Merge Feature. • **Spreadsheet application (e.g. MS-Excel/openoffice.org)** Creating/Saving and editing spreadsheets Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver, • **Presentation Software** Creating a presentation with minimum 20 slides with a script. Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them Slide Transitions, Timed Presentations Rehearsal of presentation

Sr. No.	Modules / Units
3	**Email, Internet and its Applications**
	• **Introduction to Email** Writing professional emails Creating digitally signed documents. • **Use of Outlook** : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software • **Internet** Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN • **DNS Basics**. Domain Name Registration, Hosting Basics. • **Emergence of E-commerce and M-Commerce** Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C,B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange.
4	**E-Security Systems**
	• **Threats to Computer systems and control measures**. Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management • **IT Risk** Definition, Measuring IT Risk, Risk Mitigation and Management • **Information Systems Security** • **Security on the internet** Network and website security risks Website Hacking and Issues therein. Security and Email • **E-Business Risk Management Issues** Firewall concept and component, Benefits of Firewall • **Understanding and defining Enterprise wide security framework** • **Information Security Environment in India with respect to real Time Application in Business** Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel

		Reservation System, ATMs, EDI Transactions - definition, advantages, examples;E-Cash, Security requirements for Safe E-Payments Security measures in International and Cross Border financial transactions • **Threat Hunting Software**

Syllabus of Courses of Bachelor of Management Studies (BMS)Programme at Semester III with Effect from the Academic Year 2018-2019

4. Foundation Course –III (Environmental Management)

Subject Code: BUCMSEM304

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Environmental Concepts	12
2	Environment degradation	11
3	Sustainability and role of business	11
4	Innovations in business- an environmental Perspective	11
	Total	**45**

Sr. No.	Modules / Units
1	**Environmental Concepts:**
	• **Environment:** Definition and composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere • **Biogeochemical cycles** - Concept and water cycle • Ecosystem & Ecology; Food chain, food web & Energy flow pyramid • **Resources:** Meaning, classification(Renewable & non-renewable), types & Exploitation of Natural resources in sustainable manner
2	**Environment degradation**
	• **Degradation**-Meaning and causes, degradation of land, forest and agricultural land and its remedies • **Pollution** – meaning, types, causes and remedies (land, air, water and others) • **Global warming**: meaning, causes and effects. • **Disaster Management**: meaning, disaster management cycle. • **Waste Management**: Definition and types -solid waste management anthropogenic waste, e-waste & biomedical waste (consumerism as a cause of waste)
3	**Sustainability and role of business**
	• Sustainability: Definition, importance and Environment Conservation. • Environmental clearance for establishing and operating Industries in India. • EIA, Environmental auditing, ISO 14001 • Salient features of Water Act, Air Act and Wildlife Protection Act. • Carbon bank & Kyoto protocol
4	**Innovations in business- an environmental perspective**
	Non-Conventional energy sources- Wind, Bio-fuel, Solar, Tidal and Nuclear Energy. Innovative Business Models: Eco-tourism, Green marketing, Organic farming, Eco-friendly packaging, Waste management projects for profits ,other business projects for greener future

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester IV with Effect from the Academic Year 2018-2019

3. Information Technology in Business Management-II

Subject Code: BUCMSIT-II403

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Management Information system	15
2	ERP/E-SCM/E-CRM	15
3	Introduction to databases and data warehouse	15
4	Outsourcing	15
	Total	**60**

Objectives

SN	Objectives
1	To understand managerial decision-making and to develop perceptive of major functional area of MIS
2	To provide conceptual study of Enterprise Resource Planning, Supply Chain Management, Customer Relationship Management, Key issues in implementation. This module provides understanding about emerging MIS technologies like ERP, CRM, SCM and trends in enterprise applications.
3	To learn and understand relationship between database management and data warehouse approaches , the requirements and applications of data warehouse
4	To learn outsourcing concepts. BPO/KPO industries, their structures , Cloud computing

Sr. No.	Modules / Units
1	**Management Information System**
	• **Overview of MIS** Definition, Characteristics • **Subsystems of MIS** (Activity and Functional subsystems) • **Structure of MIS** • **Reasons for failure of MIS**. • **Understanding Major Functional Systems** Marketing & Sales Systems Finance & Accounting Systems Manufacturing & Production Systems Human Resource Systems Inventory Systems • **Sub systems, description and organizational levels** • **Decision support system** Definition Relationship with MIS • **Evolution of DSS, Characteristics, classification, objectives, components, applications of DSS**
2	**ERP/E-SCM/E-CRM**
	• **Concepts of ERP** • **Architecture of ERP** Generic modules of ERP • **Applications of ERP** • **ERP Implementation concepts** ERP lifecycle • **Concept of XRP** (extended ERP) • **Features of commercial ERP software** Study of SAP, Oracle Apps, MS Dynamics NAV, Peoplesoft • **Concept of e-CRM** E-CRM Solutions and its advantages, How technology helps? • **CRM Capabilities and customer Life cycle** Privacy Issues and CRM • **Data Mining and CRM** CRM and workflow Automation • **Concept of E-SCM** Strategic advantages, benefits E-SCM Components and Chain Architecture • **Major Trends in e-SCM** • **Case studies ERP/SCM/CRM**

Sr. No.	Modules / Units
3	**Introduction to Data base and Data warehouse**
	• **Introduction to DBMS** Meaning of DBMS, Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, schema architecture, data independence. • **Data Warehousing and Data Mining** Concepts of Data warehousing, Importance of data warehouse for an organization Characteristics of Data warehouse Functions of Data warehouse Data warehouse architecture Business use of data warehouse Standard Reports and queries • **Data Mining** The scope and the techniques used • **Business Applications of Data warehousing and Data mining**
4	**Outsourcing**
	• **Introduction to Outsourcing** Meaning of Outsourcing, Need for outsourcing Scope of Outsourcing. Outsourcing : IT and Business Processes • **Business Process Outsourcing (BPO)** Introduction • **BPO Vendors** How does BPO Work? BPO Service scope Benefits of BPO BPO and IT Services Project Management approach in BPO BPO and IT-enabled services • **BPO Business Model** Strategy for Business Process Outsourcing Process of BPO ITO Vs BPO • **BPO to KPO** Meaning of KPO KPO vs BPO KPO : Opportunity and Scope KPO challenges KPO Indian Scenario • **Outsourcing in Cloud Environment** Cloud computing offerings • **Traditional Outsourcing Vs. Cloud Computing**

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester V with effect from the Academic Year 2018-2019

Elective Courses (EC)

Group A: Finance Electives

3. Wealth Management

Subject Code: BUCMSFWM503

Modules at a Glance

Sr. No.	Modules	No. of Lectures
1	Introduction	15
2	Insurance Planning and Investment Planning	15
3	Financial Mathematics/ Tax and Estate Planning	15
4	Retirement Planning/ Income Streams & Tax Savings Schemes	15
	Total	**60**

Objectives

SN	Objectives
1	To provide an overview of various aspects related to wealth management
2	To study the relevance and importance of Insurance in wealth management
3	To acquaint the learners with issues related to taxation in wealth management
4	To understand various components of retirement planning

SN	Modules/ Units
1	**Introduction**
	a) Introduction To Wealth Management: • Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs & Expectation of Clients,Code of Ethics for Wealth Manager **b) Personal Financial Statement Analysis:** • Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management. **c) Economic Environment Analysis:** • Interest Rate, Yield Curves, Real Return, Key Indicators-Leading, Lagging, Concurrent
2	**Insurance Planning and Investment Planning**
	a) Insurance Planning: • Meaning, Basic Principles of Insurance, Functions and Characteristics of Insurance, Rights and Responsibilities of Insurer and Insured, Types of life Insurance Policies, Types of General Insurance Policies, Health Insurance – Mediclaim – Calculation of Human Life Value - Belth Method/CPT **b) Investment Planning:** • Types of Investment Risk, Risk Profiling of Investors & Asset Allocation (Life Cycle Model), Asset Allocation Strategies(Strategic, Tactical, Life-Cycle based), Goal-based Financial Planning, Active & Passive Investment Strategies
3	**Financial Mathematics/ Tax and Estate Planning**
	a) Financial Mathematics: • Calculation of Returns (CAGR ,Post-tax Returns etc.), Total Assets, Net Worth Calculations, Financial Ratios **b) Tax and Estate Planning:** • Tax Planning Concepts, Assessment Year, Financial Year, Income Tax Slabs, TDS, Advance Tax, LTCG, STCG, Carry Forward & Set-off, Estate Planning Concepts –Types of Will – Requirements of a Valid Will– Trust – Deductions - Exemptions
4	**Retirement Planning/ Income Streams & Tax Savings Schemes**
	a) Retirement Planning: • Understanding of different Salary Components, Introduction to Retirement Planning, Purpose & Need, Life Cycle Planning, Financial Objectives in Retirement Planning, Wealth Creation (Factors and Principles), Retirement (Evaluation & Planning), Pre & Post-Retirement Strategies - Tax Treatment **b) Income Streams & Tax Savings Schemes:** • Pension Schemes, Annuities- Types of Annuities, Various Income Tax Savings Schemes

Syllabus of Courses of Bachelor of Management Studies (BMS) Programme at Semester VI with effect from the Academic Year 2018-2019

6. Operations Research

Subject Code:BUCMSOR605

Modules at a Glance

SN	Modules	No. of Lectures
1	Introduction to Operations Research and Linear Programming	15
2	Assignment and Transportation Models	15
3	Network Analysis	15
4	Job Sequencing and Theory of Games	15
	Total	**60**

Objectives

SN	Objectives
1	To help students to understand operations research methodologies
2	To help students to solve various problems practically
3	To make students proficient in case analysis and interpretation

SN	Modules/ Units
1	**Introduction to Operations Research and Linear Programming**
	a) Introduction To Operations Research • Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR. **b) Linear Programming Problems: Introduction and Formulation** • Introduction to Linear Programming • Applications of LP • Components of LP • Requirements for Formulation of LP Problem • Assumptions Underlying Linear Programming • Steps in Solving LP Problems • LPP Formulation (Decision Variables, Objective Function, Constraints, Non Negativity Constraints) **c) Linear Programming Problems: Graphical Method** • Maximization & Minimization Type Problems. (Max. Z & Min. Z) • Two Decision Variables and Maximum Three Constraints Problem • Constraints can be "less than or equal to", "greater than or equal to" or a combination of both the types i.e. mixed constraints. • Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima. **d) Linear Programming Problems: Simplex Method** • Only Maximization Type Problems. (Only Max. Z). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. • Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) • All Constraints to be "less than or equal to" Constraints. ("Greater than or Equal to" Constraints not included.) • Concepts : Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product. **Note:** 1. Surplus Variable, Artificial Variable and Duality to be covered only at Conceptual level for Theory Questions only and not included in Numerical. 2. Sensitivity Analysis including Profit Range and Capacity Range is not included.

SN	Modules/ Units
2	**Assignment and Transportation Models**
	a) Assignment Problem – Hungarian Method • Maximization & Minimization Type Problems. • Balanced and Unbalanced Problems. • Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Assignment Problems. • Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization. **Note:** 1. Travelling Salesman Assignment Problem is not included. **b) Transportation Problems** • Maximization & Minimization Type Problems. • Balanced and Unbalanced problems. • Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. • Simple Formulation of Transportation Problems. • Initial Feasible Solution (IFS) by: a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel's Approximation Method (VAM) • Maximum 5 x 5 Transportation Matrix. • Finding Optimal Solution by Modified Distribution (MODI) Method. (u, v and Δ) • Maximum Two Iterations (i.e. Maximum Two Loops) after IFS. **Note:** 1. Production Scheduling Problem is not included. 2. Time Minimization Problem is not included. 3. Degeneracy Concept to be covered only at Conceptual Level. Not to be included in Numerical.

SN	Modules/ Units
3	**Network Analysis**
	a) Critical Path Method (CPM) • Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, • Construction of a Network Diagram. Node Relationship and Precedence Relationship. • Principles of Constructing Network Diagram. • Use of Dummy Activity • Numerical Consisting of Maximum Ten (10) Activities. • Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. • Forward Pass and Backward Pass Methods. • Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float **b) Project Crashing** • Meaning of Project Crashing. • Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. • Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. • Time – Cost Trade off in Project Crashing. • Optimal (Minimum) Project Cost and Optimal Project Completion Time. • Process of Project Crashing. • Numerical Consisting of Maximum Ten (10) Activities. • Numerical based on Maximum Four (04) Iterations of Crashing **c) Program Evaluation and Review Technique (PERT)** • Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). • Expected Time (te) of an Activity Using Three Time Estimates. • Difference between CPM and PERT. • Numerical Consisting of Maximum Ten (10) Activities. • Construction of PERT Network using tevalues of all Activities. • Mean (Expected) Project Completion Time. • Standard Deviation and Variance of Activities. • Project Variance and Project Standard Deviation. • 'Prob. Z' Formula. • Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. • Meaning, Objectives, Importance, Scope, RORO/LASH

SN	Modules/ Units
4	**Job Sequencing and Theory of Games**

a) Job Sequencing Problem

- Processing Maximum 9 Jobs through Two Machines only.
- Processing Maximum 6 Jobs through Three Machines only.
- Calculations of Idle Time, Elapsed Time etc.

b) Theory of Games

- Introduction
- Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point.
- Types of Games.
- Numericals based on:
  - Two Person Zero Sum Games including strictly determinable and Fair Game
    - Pure Strategy Games (Saddle Point available). Principles of Dominance method.