

AC \_\_\_\_\_ ITEM NO: \_\_\_\_\_

Deccan Education Society's

**Kirti M. Doongursee College of  
Arts, Science and Commerce  
(AUTONOMOUS)**



Affiliated to

**UNIVERSITY OF MUMBAI**

Syllabus for

Program: Bachelor of Management Studies

Majors: Human Resource

Choice Based Credit System (CBCS)

with effect from

Academic Year 2024-2025

## PROGRAM OUTCOMES

<b>PO</b>	<b>Description</b>
	A student completing Bachelor's Degree in <b>Management Studies</b> Program will be able to
PO1	<b>Disciplinary Knowledge:</b> Capability of executing comprehensive knowledge and understanding of business acumen.
PO2	<b>Communication Skills:</b> Demonstrate proficiency for Business Communication for effective and professional business management.
PO3	<b>Critical Thinking &amp; Problem solving:</b> Ability to engage in reflective and independent thinking by understanding the concepts of various business domains. Capability to deduce a business problem and apply the classroom learning into practice to offer a solution for the same.
PO4	<b>Leadership Skills:</b> Ability to develop group behavior and lead a team to achieve the individual, group and organizational goals.
PO5	<b>Ethical &amp; Social Awareness/Reasoning:</b> Ability to ascertain unethical behavior, falsification, and manipulation of information. Ability to manage self and various social systems. To build perspective about global environment including cultural, social and sustainability issues.
PO6	<b>Lifelong learning:</b> Capability of self-paced and self-directed learning aimed at personal development and for improving knowledge/skill development and reskilling in all areas of Commerce.
PO7	<b>Global Perspective:</b> Understand the application of management concepts in scenarios relating to the global business environment.

**Deccan Education Society's  
Kirti M. Doongursee College (autonomous)**

**Proposed Curriculum as per NEP, 2020**

**Year of implementation- 2024-25**

**Name of the Department: Bachelors of Management Studies**

<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Vertical</b>	<b>Credit</b>
<b>III</b>	24BMSHMJ311	Industrial Relations	Major	4
	24BMSHMJ312	Training and Development	Major	4
	24BMSMR321	Strategic Management	Minor	4
	24BMSVC341	HR Applications	VSC	2

<b>Course Code</b>	<b>HR MAJOR-SEM - III - Industrial Relations</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>24BMSHMJ311</b>	<b>Paper I</b>	<b>4</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
CO1	Recall the foundational concepts and evolving dimensions of industrial relations in India.		
CO2	Understand industrial disputes, employee discipline, grievance handling, and workers' participation in management.		
CO3	Apply the role, functions, challenges, and impact of trade unions and collective bargaining in the Indian context.		
CO4	Analyze the Industrial Relations practices in the organization.		
<b>Unit</b>			
<b>Unit</b>	<b>Topics</b>		<b>No of Lectures</b>
<b>I</b>	<b>Industrial Relations- An overview</b>		<b>15</b>
	1.1 Meaning, Objectives, 1.2 Characteristics of a good Industrial Relations System/Principles of a good IR/Essentials of good IR, 1.3 Scope, Significance/Need and Importance of IR, Major Stakeholders of IR, Evolution of IR in India, 1.4 Factors affecting IR, Role of State, Employers and Unions in IR, Changing Dimensions of IR in India, 1.5 Impact of Liberalization, Privatization and Globalization on Industrial Relations, 1.6 Issues and Challenges of industrial relations in India		
<b>II</b>	<b>Industrial Disputes</b>		<b>15</b>
	2.1 Meaning of Industrial Dispute, Causes 2.2 Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication etc.) 2.3 Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment 2.4 Employee Discipline Meaning, Determinants, Causes of Indiscipline, Code of Discipline and its Enforcement. 2.5 Grievance Handling Meaning of Grievances Causes of Grievances, Guidelines for Grievance Handling, and Grievance Redressal Procedure in India. 2.6 Workers' Participation in Management Meaning and Types with Respect to India		
<b>III</b>	<b>Trade Unions and Collective Bargaining</b>		<b>15</b>
	3.1 Trade Unions meaning, Features, Objectives, Role of Trade Unions, Functions/Activities 3.2 Types, Evolution of Trade Unions across Globe, 3.3 Evolution of Trade Unions in India, Structure of Trade Unions in India, Recognition of Trade Unions, 3.4 Rights and Privileges of Registered Trade Unions, Impact of Globalization on Trade Unions in India,		

	<p><b>3.5</b> Central Organizations of Indian Trade Unions : INTUC, AITUC, HMS, UTUC, Problems of Trade Unions in India.</p> <p><b>3.6</b> Collective Bargaining Meaning, Features, Importance, Scope, Collective Bargaining Process, Prerequisites of Collective Bargaining, Types of Collective Bargaining Contracts, Levels of Collective Bargaining, Growth of Collective Bargaining in India, Obstacles to Collective Bargaining in India.</p>	
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<b>IV</b>	<b>Industrial Relations Related Laws in India</b>	<b>15</b>
	<p>4.1 Role of Judiciary in Industrial Relations: Labour Court, Industrial Tribunal, National Tribunal</p> <p>4.2 The Trade Unions Act, 1926;</p> <p>4.3 The Industrial Employment (Standing Orders) Act, 1946;</p> <p>4.4 The Industrial Disputes Act, 1947;</p> <p>4.5 The Factories' Act, 1948</p> <p>4.6 The Minimum Wages Act, 1948</p>	

**Reference books:**

- i. Davar R S: Personnel Management and Industrial Relations in India*
- ii. Mamoria C B: Industrial Relations*
- iii. Charles Myeres: Industrial Relations in India*
- iv. Arun Monappa: Industrial Relations*
- v. Sharma A M : Industrial Relations*
- vi. Ahuja K K : Industrial Relations Theory and Practice*

<b>Course Code</b>	<b>HR MAJOR-SEM – III – Training and Development</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>24BMSHMJ312</b>	<b>Paper I</b>	<b>4</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
CO1	Recall the concepts and types of training and development.		
CO2	Explain the importance and impact of types of training and development		
CO3	Design and develop training and development programs		
CO4	Analyze the impact of training and development initiatives on organizational performance and employee satisfaction.		
<b>Unit</b>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>I</b>	<b>Overview of Training</b>	<b>15</b>	
	1.1 Overview of training– concept, scope, importance, objectives, features, need and assessment of training. 1.2 Process of Training–Steps in Training, identification of Job Competencies, criteria for identifying Training Needs (Person Analysis, Task Analysis, Organization Analysis), Types–On the Job and Off the Job Method. 1.3 Assessment of Training Needs, Methods & Process of Needs Assessment. 1.4 Criteria & designing–Implementing an effective training program, Competency-based training (CBT)		
<b>II</b>	<b>Overview of Learning &amp; Development</b>	<b>15</b>	
	2.1 The Learning Process, Learning Environment and Training Climate 2.2 Overview of development– concept, scope, importance & need and features, Human Performance Improvement 2.3 Counselling techniques with reference to development employees, society and organization. 2.4 Future of learning and development		
<b>III</b>	<b>Concept of Management Development and Career Development</b>	<b>15</b>	
	3.1 Concept of Management Development. 3.2 Process of MDP. 3.3 Programs & methods, importance, evaluating a MDP. 3.4 Career development– Career development cycle, model for planned self-development, succession planning		
<b>IV</b>	<b>Talent management &amp; trends in training</b>	<b>15</b>	
	4.1 Performance measurements– Appraisals, pitfalls and ethics of appraisal.		

	<p>4.2 Talent management -Introduction, Measuring Talent Management, Integration &amp; future of TM, Global TM and knowledge management— OVERVIEW -Introduction: History, Concepts,</p> <p>4.3 Knowledge Management: Definitions and the Antecedents of KM Information Management to Knowledge Management, Knowledge Management: What Is and What Is Not?, Three stages of KM, KM Life Cycle</p> <p>4.4 Recent trends in training - Instructional design -LMS - Micro-learning -Customize learning - mobile learning - AI in training and development - Gamification</p>	
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**Reference books:**

- i David A Decenzo & Stephen P Robbins India Personnel/Human Resource Management, - Prentice-Hall
- ii Gary Dessler, Prentice-Hall, India , Human Resource Management
- iii John M Ivancevich - TMH, Human Resource Management, 7e
- iv Wayne F Cascio - TMH , Managing Human Resources, 5e
- v K Aswathappa - Tata Mcgraw-Hills, Human Resources and Personnel Management Text and Cases
- vi Training And Development- S.K. Bhatia

Course Code	Minor SEM - III - Strategic Management	Credits	Lectures /Week
24BMSMR321	Paper I	4	4
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
CO1	Identify the terms and concepts of strategy and its application at top, middle, lower management.		
CO2	Describe the aspects of business policy, strategy formulation, implementation, evaluation, control, and its management and demonstrate the capability to diagnose, solve and provide solutions to organizational problems.		
CO3	Differentiate the various models of strategy making and its application at project, process, structural, behavioural, and functional level.		
CO4	Persuade mindful strategic decisions by capitalizing on the strengths and working on weaknesses and create a winning strategy to survive the competition in dynamic business landscape.		
Unit	Topics	No of Lectures	
<b>I</b>	<b>Introduction</b>	<b>15</b>	
	1.1 Concept of Strategy (Meaning and Definition) 1.2 Strategic Management-Meaning, Definition, Importance, Strategic management 1.3 Process & Levels of Strategy, Concept and importance of SBU (Strategic Business Unit) 1.4 Case Studies on Strategic Business Unit 1.5 Strategic Intent-Mission, Vision, Goals, Objective, Plans 1.6 Strategy and Corporate Governance		
<b>II</b>	<b>Strategy Formulation</b>	<b>15</b>	
	2.1 Environment Analysis and Scanning (SWOT) 2.2 Corporate Level Strategy (Stability, Growth, Retrenchment, Integration, and Internationalization) 2.3 Business Level Strategy (Cost Leadership, Differentiation, Focus) 2.4 Functional Level Strategy (R&D, HR, Finance, Marketing, Production) 2.5 Business Model Canvas		
<b>III</b>	<b>Strategic Implementation</b>	<b>15</b>	
	3.1 Models of Strategy making. 3.2 Strategic Analysis, Choices & Implementation: BCG Matrix, GE 9Cell, Porter's 5 Forces, 7S Framework Ansoff Matrix 3.3 Implementation: Meaning, Steps and implementation at Project, Process, Structural Behavioral, Functional level. 3.4 Red Ocean, Blue Ocean and Purple Ocean Strategy.		
<b>IV</b>	<b>Strategic Evaluation &amp; Control</b>	<b>15</b>	
	4.1 Concept of Strategic Evaluation and Control 4.2 Steps of Evaluation 4.3 Concept and techniques of Strategic Control 4.4 Using a balance scorecard for Strategic Control 4.5 Challenges in Strategic Evaluation		

	4.6 Case Studies on Evaluation and Control of companies	
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**Reference books:**

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

<b>Course Code</b>	<b>HR VSC SEM - III - HR Application</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>24BMSVC341</b>	<b>Paper I</b>	<b>2</b>	<b>2</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
CO1 Identify and remember the principles related to hiring processes, compensation frameworks, and the involvement and satisfaction of workers within an organization.			
CO2 Understand the roles, obligations, and functions within HR, along with the practical execution of HR tasks.			
CO3 Implement HR functions in practical contexts to foster effective human resource management.			
CO4 Analyse HR applications concepts in case studies			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>I</b>	<b>Concept of practical HR practical process</b>	<b>15</b>	
	1.1 Concept of practical HR practical process a. Recruitment - Understanding job description - Screening and sourcing of applications - Data Management - 1.2 HR Communication - Coordination with hiring managers and employees/ Candidates - E-mail reading and replies - Job offer letters format-PIP 1.3 Salary Structure 1.4 Job portal Management 1.5 Professional social Platform for recruitment 1.6 Induction and Onboarding Methods - Formation of SOPs		
<b>II</b>	<b>Employees Information System</b>	<b>15</b>	
	2.1 Employee master data - Attendance tracker - Leave management tracker 2.2 Salary structure of employees 2.3 Employee referral 2.4 Employee engagement -Rewards and recognition 2.5 Employee relations case studies 2.6 Exit formalities		
<b>Reference books:</b>			
i HR from the Outside In: Six Competencies for the Future of Human Resources			
ii Victory Through Organization			

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**Proposed Curriculum as per NEP 2020**

**Year of implementation- 2024-25**

**Name of the Department: Bachelors of Management Studies**

<b>Semester</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Vertical</b>	<b>Credit</b>
IV	24BMSHMJ411	Human Resource Planning and Information System.	Major	4
	24BMSHMJ412	Organisational Behaviour and Human Resource Management	Major	4
	24BMSMR421	Accounting for Managerial Decisions	Minor	4
	24BMSSE451	Advance Soft Skills	SEC	2

<b>Course Code</b>	<b>Human Resource MAJOR SEM – IV – Human Resource Planning and Information System.</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>24BMSHMJ411</b>	<b>Paper I</b>	<b>4</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
CO1	Remember basics aspects of HRP & HRIS		
CO2	Understanding of HRP and HRIS system		
CO3	Applying knowledge as HRP professional.		
CO4	Analyzing the skills for HRP and/or HRIS		
<b>Unit</b>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>I</b>	<b>Overview of Human Resource Planning (HRP)</b>	<b>15</b>	
	<p>1.1 Human Resource Planning: Meaning, Features, Scope, Approaches, Levels of HRP, Types, Tools, Activities for HRP, Requirements for Effective HR Planning.</p> <p>1.2 Process of HRP: Steps in HRP, HR Demand Forecasting-Factors, Techniques - (Concepts Only) Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique. HR Supply Forecasting-Factors, Techniques - (Concepts Only) Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables.</p> <p>1.3 Barriers to Effective Implementation of HRP and Ways to Overcome them.</p> <p>1.4 Strategic Human Resource Planning: Meaning and Objectives. The link between Strategic Planning and HR through Technology.</p> <p>1.5 HR Policy: Meaning, Importance.</p> <p>1.6 HR Programme: Meaning and Contents</p>		
<b>II</b>	<b>Job Analysis, Recruitment and Selection:</b>	<b>15</b>	
	<p>2.1 Job Analysis: Meaning, Features, Advantages.</p> <p>2.2 Job Design: Concept, Issues and Job Redesign</p> <p>2.3 Matching Human Resource Requirement and Availability: Retention - Meaning, Strategies, Resourcing - Meaning, Types. Flexibility - Flexible work practices, Downsizing - Meaning, Reasons, Layoff - Meaning, Reasons.</p> <p>2.4 Recruitment: Meaning and Factors Affecting Recruitment, Ethical Issues in Recruitment and Selection. Latest recruitment trends</p> <p>2.5 Employee Selection Tests: Meaning, Advantages, and Limitations.</p> <p>2.6 Human Resource Audit: Meaning, Need, Objectives, Process, Areas.</p> <p>2.7 Trends for selection process -Inbound Recruiting, AI selection process, Gamification of selection process, Remote recruitment, Candidate relationship management, EVP.</p>		

<b>III</b>	<b>HRP Practitioner, Aspects of HRP and Evaluation:</b>	<b>15</b>
	<p>3.1 HRP Practitioner: Meaning, Role.</p> <p>3.2 HRP Management Process:</p> <ul style="list-style-type: none"> <li>○ Establish HP Department Goals and Objectives</li> <li>○ Creating HRP Department Structure</li> <li>○ Staffing the HRP Department</li> <li>○ Issuing Orders</li> <li>○ Resolving Conflicts</li> <li>○ Communicating</li> <li>○ Planning for Needed Resources</li> <li>○ HRP as Tool to Enhance Organizational Productivity.</li> </ul> <p>3.3 Aspects of HRP: Performance Management, Career Management, Management Training and Development, Multi Skill Development.</p> <p>3.4 Return on Investment in HRP: Meaning and Importance.</p> <p>3.5 HP Evaluation: Meaning, Need, Process, and Issues to be considered during HRP Evaluation.</p> <p>3.6 Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.</p>	
<b>IV</b>	<b>Human Resource Information Systems:</b>	<b>15</b>
	<p>4.1 Human Resource Information Systems: Data Information Needs for HR Manager: Contents and Usage of Data.</p> <p>4.2 HRIS: Meaning, Features, Evolution, Objectives, Essentials,</p> <p>4.3 Components, Functions, Steps in Designing of HRIS, HRIS Subsystems, Mechanisms of HIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS.</p> <p>4.4 Security Issues in Human Resource Information Systems.</p> <p>4.5 HRIS for HRP.</p> <p>4.6 Trends in HRIS: AI, ML, Cloud technology. Employee Self Service Portal (ESS), Analytics and Reporting in HRIS</p>	
<p><b>Reference books:</b></p> <ul style="list-style-type: none"> <li>i Bhattacharya D.K, Human Resource Planning, Excel Books.</li> <li>ii John Bramham, Human Resource Planning, University Press.</li> <li>iii Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page.</li> <li>iv William J.Rothwell &amp; H.C. Kazanaas, Planning &amp; Managing Human Resources, Jaico Publishing House.</li> </ul>		

<b>Course Code</b>	<b>HR MAJOR SEM - IV - Organisational Behaviour</b>	<b>Credits</b>	<b>Lectures /Week</b>
<b>24BMSHMJ412</b>	<b>Paper I</b>	<b>4</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
CO1 Identify the concepts of organizational behaviour and HRM.			
CO2 Understand the significance and relevance of organizational principles and HRM			
CO3 Implement the OB concepts to address workplace challenges and execute HR strategies for expected organizational goal			
CO4 Analyse organizational structures and HRM practices to identify strengths, weakness and area for improvement.			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>I</b>	<b>Introduction of Organizational Behaviour</b>	<b>15</b>	
	1.1 Introduction to Organizational Behavior-Concept, definitions, Evolution of OB , Importance of Organizational Behavior- 1.2 Individual and Group Behavior-OB models–Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB 1.3 Cultural Dynamics Definition of Organisational Culture Types of Cultures, Functions of Culture Creating, Sustaining, and Changing a Culture, Creating Ethical Organizational Culture& Climate 1.4 Need For Studying Organizational Behavior 1.5 Definition and Characteristics of Group- Stages of- Types of Groups - Stages of Group Development.		
<b>II</b>	<b>Organizational Behavior II</b>	<b>15</b>	
	2.1 Personality - Concept & Determinants - Types & Theories of Personality - Perception - What is Perception?- Attitudes, Values and Job Satisfaction 2.2 Managing Communication: Conflict management tech 2.3 Learning and behavioural modification - Concept of learning - learning process- Theories of learning 2.4 Attitudes: Concept of Attitudes & Types of Attitudes, - Values: Concept,& Values Vs. Behaviour 2.5 Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing 2.6 Motivation - Concept - process of motivation - Theories of motivation, Leadership - Concept - Significance of leadership		
<b>III</b>	<b>Interpersonal behaviour</b>	<b>15</b>	
	3.1 Interpersonal Behaviour, Johari Window, Transactional Analysis 3.2 Ego states, types of transactions, life positions,		

	3.3 Applications of Transactional Analysis 3.4 Managerial interpersonal styles. 3.5 Stress management	
<b>IV</b>	<b>Team dynamics and behaviour</b>	<b>15</b>
	4.1 Introduction to group behaviour 4.2 Concept of team vs. group, types of teams, building and managing effective teams, 4.3 Leadership theories and styles, power and politics, 4.4 Conflict and negotiation 4.5 Change management	
<b>Reference books:</b>		
<ul style="list-style-type: none"> <li><i>i Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.</i></li> <li><i>ii Prasad L M, Organizational Behaviour, Sultan Chand</i></li> <li><i>iii Khanka S. S., Organizational Behaviour, S. Chand</i></li> <li><i>iv P.L. Rao-International Human Resource</i></li> <li><i>v Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.</i></li> <li><i>vi Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi.</i></li> <li><i>vii Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York</i></li> </ul>		

<b>Course Code</b>	<b>MINOR SEM – IV – Accounting for Managerial Decisions</b>	<b>Credits</b>	<b>Lectures/ Week</b>
<b>24BMSMR421</b>	<b>Paper I</b>	<b>4</b>	<b>4</b>
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
CO1 Identify and recall the vertical form of financial statements as prescribed by the Companies Act.			
CO2 Describe and explain the various concepts and methods of interpreting financial statements.			
CO3 Apply the theoretical segments of management accounting to practical scenarios by solving numerical.			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>I</b>	<b>Analysis &amp; Interpretation of Financial Statements</b>	<b>15</b>	
	1.1 Accounting cycle & transaction analysis. 1.2 Study of the balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies. 1.3 Vertical Form of Balance Sheet and Profit & Loss A/c-Trend Analysis, Comparative Statement & Common Size. (Numerical)		
<b>II</b>	<b>Ratio Analysis and Interpretation</b>	<b>15</b>	
	2.1 <b>Different modes of expressing ratios:</b> -Rate, Ratio, Percentage, Number, Benefits and Limitations of the use of Ratios. 2.2 <b>Balance sheet ratios:</b> Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio. 2.3 <b>Revenue statement ratios:</b> Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, and Stock turnover Ratio, EPS, DPS. 2.4 <b>Combined ratios:</b> Return on Capital Employed (including Long- term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio, Debtors Turnover, Creditors Turnover Ratio. (Numerical)		
<b>III</b>	<b>Budgeting and Budgetary Control</b>	<b>15</b>	
	2.1 Meaning & objectives, Advantages and limitations of budgets, Zero-based budgeting, performance budgeting. 2.2 Cash budget, Functional budgets, fixed and flexible budgets. (Numerical)		
<b>IV</b>	<b>Working Capital Management</b>	<b>15</b>	

	4.1 Working capital-Concept, Operating Cycle, factors affecting working capital, benefits and limitations.	
	4.2 Estimation of requirements in case of Trading & Manufacturing Organizations.	

**Reference books:**

- i* *Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases, New Delhi.*
- ii* *Hingorani NL and Ramanathan AR - Management Accounting, New Delhi*
- iii* *Ravi M. Kishore, Advanced Management Accounting, Taxman, New Delhi*
- iv* *Maheshwari SN - Management and Cost Accounting, Sultan Chand, New Delhi*
- v* *Gupta, SP - Management Accounting, Sahitya Bhawan, Agra.*

Course Code	SEC SEM – IV Advance Soft Skills	Credits	Lectures/Week
24BMSSE451	Paper I	2	2
<b>Course Outcomes:</b>			
After successful completion of this course, students would be able to			
CO1	Identify the terms and concepts of advance soft skills at personal and professional level		
CO2	Describe the aspects of productivity, thinking skills, building leadership personality, and finding the purpose of life.		
CO3	Differentiate and identify advance soft skills and its meticulous application for leaving an impact in corporate life.		
<b>Unit</b>			
<b>Unit</b>	<b>Topics</b>	<b>No of Lectures</b>	
<b>I</b>	<b>Time management, productivity and effective thinking skills</b>	<b>15</b>	
	1.1 Concept of Priority setting. 1.2 Pomodoro technique of time management 1.3 Time organization and effective utilization 1.4 Understanding and overcoming procrastination 1.5 Multitasking Pros and Cons 1.6 Work life balance 1.7 Developing a creative environment and an open mind 1.8 Brainstorming, Six thinking hats, creative solutions. 1.9 Significance of momentum and determination while innovating. 1.10 Difference in cognition, reasoning and logics and improving decision making 1.11 Identifying the bias in critical thinking 1.12 Case studies on critical thinking		
<b>II</b>	<b>Building Leadership personality and finding the purpose of life</b>	<b>15</b>	
	2.1 Leadership behaviors and its impact 2.2 High performance leadership model 2.3 Thought leadership and its significance in life 2.4 Conflict Management 2.5 Concept and application of persuasion and negotiation in personal and professional life 2.6 Wheel of life (Finding the balance in life) 2.7 Mapping Self 2.8 Identifying passion and ikigai 2.9 Aligning passion to the purpose of life 2.10 Giving back to the society.		
<b>Reference books:</b>			
i Dale Carnegie, <i>How to win friends and influence people.</i> ii Stephen R. Covey, <i>The 7 Habits of Highly Effective People</i> iii Robert B. Cialdini, <i>Influence: The Psychology of Persuasion</i> iv Kerry Patterson, <i>Crucial Conversations</i> v Marshall B. Rosenberg, <i>Non-violent Communication.</i>			

Evaluation Scheme for Second Year (UG) under NEP (4 credits)

**I. Internal Evaluation for Theory Courses – 40 Marks**

**1) Continuous Internal Assessment (CIA) Assignment** - Tutorial/  
Case Study/ Project / Presentations/ Group Discussion / Ind. Visit. –  
20 marks

**2) Continuous Internal Assessment (CIA) ONLINE Unit Test** – 20 marks

**II. External Examination for Theory Courses – 60 Marks**

Duration: 2 Hours

Theory question paper pattern:

<b>Question</b>	<b>Based on</b>	<b>Marks</b>
Q.1	Unit I	15
Q.2	Unit II	15
Q.3	Unit III	15
Q.4	Unit IV	15

- All questions shall be compulsory with internal choice within the questions.
- Each Question may be sub-divided into sub questions as a, b, c, d, etc. & the allocation of Marks depends on the weightage of the topic.

**NOTE: To pass the examination, attendance is compulsory in both Internal & External Examinations.**

## **Evaluation Scheme for Second Year (UG) under NEP (2 credits)**

### **I. Internal Evaluation for Theory Courses – 20 Marks**

**1) Continuous Internal Assessment (CIA) Assignment** - Tutorial/ Case Study/ Project / Presentations/ Group Discussion / Ind. Visit. – 10 marks

**2) Continuous Internal Assessment (CIA) ONLINE Unit Test** – 10 marks

### **II. External Examination for Theory Courses – 30 Marks**

Duration: 1 Hour

Theory question paper pattern: All questions are compulsory.

<b>Question</b>	<b>Based on</b>	<b>Marks</b>
Q.1	Unit I	15
Q.2	Unit II	15

- All questions shall be compulsory with internal choice within the questions.
- Each Question may be sub-divided into sub questions as a, b, c, d, etc. & the allocation of Marks depends on the weightage of the topic.

**NOTE: To pass the examination, attendance is compulsory in both Internal & External Examinations.**