

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: Marketing

Choice Based Credit System (CBCS)
with effect from
Academic Year 2024-2025

PROGRAM OUTCOMES

PO	Description
	A student completing Bachelor's Degree in Management Studies Program will be able to
PO1	Disciplinary Knowledge: Capability of executing comprehensive knowledge and understanding of business acumen.
PO2	Communication Skills: Demonstrate proficiency for Business Communication for effective and professional business management.
PO3	Critical Thinking & Problem solving: 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	Leadership Skills: Ability to develop group behavior and lead a team to achieve the individual, group and organizational goals.
PO5	Ethical & Social Awareness/Reasoning: 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	Lifelong learning: 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	Global Perspective: 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

Semester	Course Code	Course Title	Vertical	Credit
III	24BMSMMJ311	Social, Ethical and Sustainable Marketing	Major	4
	24BMSMMJ312	Advertising Management	Major	4
	24BMSMR321	Strategic Management	Minor	4
	24BMSVCM341	Digital Marketing	VSC	2

Course Code	Marketing MAJOR SEM – III – Social, Ethical and Sustainable Marketing	Credits	Lectures /Week
	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Remember key concepts in social, ethical and sustainable marketing		
CO2	Understand social, ethical and sustainable practices in marketing.		
CO3	Apply concepts in marketing based social, ethical & sustainable decision-making scenarios.		
CO4	Analyze various situations in social, ethical & sustainable marketing environment.		
Unit	Topics	No of Lectures	
1	Introduction to Social Marketing		
	1.1 Social Marketing 1.2 Consumerism and Environmentalism 1.3 Social Criticisms of Marketing 1.4 Marketing's impact on individual consumers has been criticized in terms of: a. High prices b. Deceptive practices c. High-pressure selling d. Shoddy, harmful or unsafe products e. Planned obsolescence f. Poor service to disadvantaged consumers 1.5 Societal Classification of Products 1.6 Marketing Challenges: a. Pricing b. Greenwashing c. PR Challenges		
2	Consumer Rights & Ethics in Marketing		
	2.1 Consumers' Right to Information 2.2 Concerned citizens and government agencies 2.3 Marketing Decision Areas That May be Called into Question Under the Law 2.4 Morally Difficult Situations in Marketing 2.5 Ethical Norms and Values for Marketers		
3	Sustainable Marketing	15	
	3.1 Sustainable Marketing 3.2 Traditional Marketing versus Sustainable Marketing 3.3 The Benefits of Sustainable Marketing 3.4 Sustainable Marketing Principles 3.5 Purpose-Driven Marketing		
4	Business Actions Toward Sustainable Marketing	15	

	<p>4.1 ESG marketing</p> <p>4.2 Sustainability Frameworks (Circular economy, Design for environment- DfE, cradle-to-cradle design, triple bottom line)</p> <p>4.3 Stakeholder Engagement</p> <p>4.4 Value through Sustainability (Unilever's Sustainable Living Plan & Other suitable Cases)</p> <p>4.5 Building a Sustainability Brand</p> <p>4.6 Sustainability as a Competitive Differentiator</p>	
<p>Reference books:</p> <p>i Social Responsibility and Ethics: Sustainable Marketing, Kotler, Pearson</p> <p>ii Social and Sustainability Marketing: Jishnu Bhattacharyya</p>		

Course Code	Marketing MAJOR SEM – III Advertising Management	Credits	Lectures /Week
24BMSMMJ312	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Remember various terms in advertising		
CO2	Describe various aspect of advertising		
CO3	Apply concepts of advertising in various scenarios in creation of plans		
CO4	Analyze advertising case studies		
Unit	Topics	No of Lectures	
1	Introduction to Advertising	15	
	1.1 Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising 1.2 Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising 1.3 Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance 1.4 Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising 1.5 Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising		
2	Strategy and Planning Process in Advertising	15	
	2.1 Advertising Planning process & Strategy : Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools 2.2 Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC 2.3 Advertising Agencies – Functions – structure – types - Selection criteria for dvertising agency – Maintaining Agency–client relationship, Agency Compensation.		
3	Creativity in Advertising	15	
	3.1 Introduction to Creativity – definition, importance, creative process, Creative strategy development – Advertising Campaign		

	<p>– determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.</p> <p>3.2 Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –</p> <p>3.3 Creating the TV commercial – Visual Techniques, writing script, developing storyboard, other elements (Optical, Soundtrack, Music)</p> <p>3.4 Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness</p> <p>3.5 Copywriting: Elements of Advertisement copy – Headline, sub-headline,</p> <p>3.6 Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research</p>	
4	Budget, Evaluation, Current trends and careers in Advertising	15
	<p>4.1 Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</p> <p>4.2 Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre- testing and Post-testing, Concept testing v/s Copy testing</p> <p>4.3 Current Trends in Advertising: Micro-moments marketing, Sustainable advertising practices and green marketing initiatives, Content and Storytelling, Personalization and targeted advertising, The rise of interactive and immersive advertising experiences (e.g., VR, AR), AI & ML in advertising campaigns, Inclusive Advertising</p> <p>4.4 Careers in Advertising: careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives,</p> <p>4.5 Campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</p>	
<p>Reference books:</p> <p>i Mohan, Manendra “Advertising Management Concept and Cases”, Tata Mcgraw Hill</p> <p>ii Kleppner, Russell J; Thomac, Lane W, “Advertising Procedure”, Prentice Hall</p>		

Course Code	Marketing MINOR SEM – III – Strategic Management	Credits	Lectures /Week
24BMSMR321	Paper I	4	4
Course Outcomes:			
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	
I	Introduction	15	
	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		
II	Strategy Formulation	15	
	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		
III	Strategic Implementation	15	
	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 Behavioural, Functional level. 3.4 Red Ocean, Blue Ocean and Purple Ocean Strategy.		
IV	Strategic Evaluation & Control	15	
	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.*

Course Code	VSC Marketing MAJOR SEM – III – Digital Marketing	Credits	Lectures /Week
24BMSVCM341	Paper I	2	2
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Remember key terms used in Digital Marketing		
CO2	Understand use of Digital Marketing Tools for various Campaigns		
CO3	Develop Digital Marketing Campaigns		
CO4	Analyze the effectiveness of the Digital Marketing Campaigns		
Unit	Topics	No of Lectures	
I	Digital Marketing, Display & Search Ads	15	
	1.1 Digital Marketing, Digital Marketing Strategy <ul style="list-style-type: none"> a. Consumer Decision Journey b. P-O-E-M Framework c. IMC in Digital Marketing d. Digital Landscape 1.2 Display Marketing, Types of Display Ads, Buying Models, Display Plan, Lead generation and ROI 1.3 Search Ads, Search Engine Marketing (SEM), Ad Rank, Ad Structure, Keywords 1.4 Search Engine Optimization (SEO)		
II	Social Media Marketing, Analytics & Avenues	15	
	2.1 Social Media Marketing <ul style="list-style-type: none"> a. Facebook b. LinkedIn c. Twitter d. Instagram 2.2 Digital Marketing Analytics <ul style="list-style-type: none"> a. Interpretation of various charts b. Multi-channel attribution 2.3 Other Avenues: YouTube, Blogs, Vlogs, Websites, Microsites 2.4 Performance Marketing		
Reference books:			
i Digital Marketing, Seema Gupta			
ii Digital Marketing for Dummies, Ryan Deiss and Russ Henneberry			

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Proposed Curriculum as per NEP 2020

Year of implementation- 2024-25

Name of the Department: Bachelors of Management Studies

Semester	Course Code	Course Title	Vertical	Credit
IV	24BMSMMJ411	Retail Management	Major	4
	24BMSMMJ412	Media planning and Management	Major	4
	24BMSMR421	Accounting for Managerial Decisions	Minor	4
	24BMSSE451	Advance Soft Skills	SEC	2

Course Code	Marketing MAJOR SEM – IV – Retail Management	Credits	Lectures /Week
24BMSMMJ411	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Remember key concepts in retail management		
CO2	Understand retail consumers, practices and trends in the retail industry and explain store and mall management.		
CO3	Apply retail concepts in various retail decision-making scenarios.		
CO4	Analyze various situations in the retail management.		
Unit	Topics	No of Lectures	
I	Introduction to Retail	15	
	1.1 Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management 1.2 Organized vs. Unorganized Retail, Growth prospects in Organized Retail, Major Retail Players in India & Global 1.3 Globalization and Glocalization in retail 1.4 FDI in Retail 1.5 Franchising 1.6 Retail Formats Hypermarkets, Supermarkets, Discount Stores, Convenience Stores, Mom-and-Pop Shops, Department Stores, Specialty Stores, Factory Outlets, E-Tailing, Airport Retailing, Catalogue stores, Cash and Carry, Mobile Retail, Dark Store Mall etc. 1.7 Product Retail Segments <ol style="list-style-type: none"> Consumer Durables/ Home Appliances/equipment, Health & Beauty Care Services Pharmaceuticals Food & Grocery Out-of-Home Food Services Books, Music & Gifts, Entertainment Fashion, Apparel, Footwear etc. 		
II	Retail Strategy	15	
	2.1 Retail Consumer/Shopper: Meaning, Factors Influencing Retail Shoppers, Changing Profile of Retail Shoppers, Market Research as a Tool for Understanding Retail Markets and Shoppers 2.2 CRM in Retail: Meaning, Objectives, Customer Retention Approaches: Frequent Shopper Programme, Special Customer		

	<p>Services, Personalization, Community, Omnichannel CRM, AI-Powered Personalization, Predictive Analytics</p> <p>2.3 Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain,</p> <p>2.4 Understanding retail KPIs</p> <p>2.5 Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location</p> <p>2.6 HRM in Retail: Meaning, Significance, Functions</p> <p>Organization Structure in Retail: Meaning, Factors Influencing Designing, Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store</p>	
III	Merchandise Management and Pricing	15
	<p>3.1 Merchandise Management: Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Merchandise Procurement/Sourcing- Meaning, Process, Sources for Merchandise</p> <p>3.2 Enhancing efficiency, accuracy, and visibility with Inventory Management Systems: EDI, Bar Code, RFID ABC analysis, cycle counting, JIT, Cloud based software, Blockchain and IoT. Point-of-Sale (POS) Systems</p> <p>3.3 Buying Function: Meaning, Buying Cycle, Factors Affecting Buying Functions, Functions of Buying for Different Types of Organizations Young and Rubicam’s Brand Asset Valuator-Independent Store, Retail Chain, Non-store Retailer</p> <p>3.4 Concept of Lifestyle Merchandising</p> <p>3.5 Private Label Meaning, Need and Importance, Private Labels in India</p> <p>3.6 Retail Pricing: Meaning, Considerations in Setting Retail Pricing, Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing, Variable Pricing and Price Discrimination- Meaning, Dynamic Bundling, Subscription Pricing</p> <p>Retail Pricing Types: Individualized Variable Pricing/First Degree Price, Self-Selected Variable Pricing/ Second Degree Price Discrimination- Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple –Unit Pricing, Variable Pricing by Market Segment/ Third Degree Price Discrimination</p>	
IV	Managing and Sustaining Retail	15
	<p>4.1 Retail Store Operations: The 5 Ss of Retail Operations</p> <p>4.2 Store Design and Layout:</p> <p style="padding-left: 20px;">a. Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospheric and Aesthetics, Phygital Integration, Experiential Design</p> <p>4.3 Store Layout- Meaning, Types: Grid, Racetrack, Free Form, Flexible/ Modular Layouts</p>	

	<p>4.4 Signage and Graphics: Signage and Graphics</p> <ol style="list-style-type: none"> a. Exterior Signage b. Interior Signage c. Digital Signage d. Wayfinding Signage e. Point-of-Sale Displays <p>4.5 Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps, Personalization Zones</p> <p>4.6 Visual Merchandising and Display:</p> <p>4.7 Visual Merchandising- Meaning, Significance, Tools Used for Visual Merchandising- Planogram, Display- Meaning, Methods of Display, Errors in Creating Display</p> <p>4.8 Mall Management: Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management</p> <p>4.9 Licenses/Permissions Required to Start Retail Store in India</p> <p>4.10 Legal & ethical practices, social responsibility, environmental orientation, waste reduction at retail stores.</p>	
<p>Reference books:</p> <ol style="list-style-type: none"> i Swapna Pradhan- Retailing Management, Tata Mc Graw Hill ii Sinha, Uniyal- Managing Retailing, Oxford University Press <p>Reference Sites:</p> <ol style="list-style-type: none"> i www.nielseniq.com/global/en/ 		

Course Code	Media Planning & Management	Credits	Lectures /Week
24BMSMMJ412	Paper I	4	4
Course Outcomes:			
After successful completion of this course, students would be able to			
CO1	Remember various terms in media planning & Buying		
CO2	Understand Media Planning, Strategy and Management with reference to current business scenario.		
CO3	Apply concepts of Media Planning, Media Strategy, Budgeting, Scheduling and Evaluating the Different Media Buys.		
CO4	Analyze case studies based on Media Planning & Buying		
Unit	Topics	No of Lectures	
1	Overview of Media and Media Planning	15	
	<ul style="list-style-type: none"> 1.1 The function of Media planning in advertising 1.2 Full Service Agency <ul style="list-style-type: none"> a. Account Management b. Creative Services c. Research d. Media Planning & Buying 1.3 Media Planning: Process <ul style="list-style-type: none"> a. Market analysis b. Media objectives: Target Audience, Reach, Frequency, Message Weight, Message Distribution c. Media strategies d. Selecting Media Mix e. Budget and Media Buying f. Evaluation and follow up 1.4 Media Research: Meaning, Role and Importance, Sources of Media Research: <ul style="list-style-type: none"> a. Audit Bureau of Circulation (ABC), b. Press Audits, National Readership Survey/IRS, c. TRP, National Television Study, d. Reach and Coverage, e. New Consumer Classification System (NCCS) f. Research and analysis of Media (RAM), g. ComScore Digital, h. Neilson Clear decision (NCD for Print), i. Broadcast Audience Research Council (BARC) 		
2	Media Mix and Media Strategy	15	
	<ul style="list-style-type: none"> 2.1 Media Mix: Meaning, Need for Media Mix, Identifying Audience for Mass Media, Factors Affecting Media Mix Decision, Types of Media Mix Decisions: Broad Media Classes, Media Vehicles, Media Units, Deciding Ideal Media Mix 		

	<p>2.2 Media Choices:</p> <ol style="list-style-type: none"> a. Above the Line marketing (ATL): Radio, TV, Newspaper, Magazines, OOH etc. b. Below the Line marketing (BTL): Press, email, PR, Direct Marketing, Guerilla etc. c. Through the Line marketing (TTL): Social Media, Web marketing, Fairs & Event etc. <p>2.3 Media Strategy: Meaning, Need for Media Strategy, Situation Analysis for Media Strategy and its Components, Case studies: International & National, Steps in Formulating Media Strategies: Defining the Target Group, Market Prioritization, Media Weights, Media Mix, Media Scheduling.</p> <p>2.4 Emerging Media</p> <p>2.5 Media Planning vs. Media Buying</p>	
3	Media Budgeting, Buying & Scheduling	15
	<p>3.1 Media Budget: Meaning, Factors to be considered while Framing a Budget: Advertising Task, Competitive Framework, Market Dominance, Market Coverage, Media Cost, Market Task, Pricing, Frequency of Purchase, Importance of Media Budget. Methods of Setting Media Budget - Status Quo, Inflation Adjusted, Advertising Sales, Case Rate & Advertising Margin Method, Share of Market, Yardstick Method, Effective Frequency & Reach Method & Margin Analysis ROI Based Approach, Experimental Approach, Break Even Planning.</p> <p>3.2 Media Buying: Meaning, Role of Media Buyer, Objectives of Media Buying, Buying Process: Buying Brief, Environmental Analysis, Science and Art of Buying, Benchmarking Buying Plan Presentation Deal Management and Post Buy, Buying brief: Concept & Elements of Buying Brief, Art of Media Buying – Negotiation in Media Buying, Plan Presentation and Client Feedback Criteria in Media Buying</p> <p>3.3 Media Scheduling: Meaning, Importance, Factors Affecting Scheduling: Sales Pattern, Purchase Cycle, Product Availability, Competitive Activity, Marketing Task, Budget Constraints, Target Group. Scheduling Patterns – Continuity, Flighting, Pulsing, Scheduling Strategies for Creating Impact: Road Block, Day or Day part Emphasis, Multiple Spotting, Teasers</p>	
4	Media Budgeting, Buying & Scheduling/Media Measurement & Evaluation	15
	<p>3.4 Basic Metrics: Reach, Cumulative/Frequency Reach, Discrete & Cumulative distribution, Average Opportunity to See (AOTS), Effective frequency/Reach</p> <ol style="list-style-type: none"> a. Television Metrics: Dairy v/s Peoplemeter, TRP/TVR, Program Reach & Time Spent, Stickiness Index, Ad Viewership b. Radio Metrics: Arbitron Radio Rating. c. Print Metrics: Circulation, Average Issue Readership (AIR), Total or Claimed Reader, Sole or Solus reader. d. OOH Metrics: Traffic Audit Bureau(TAB) <p>3.5 Benchmarking Metrics: Share, Profile, and Selectivity Index</p>	

	<p>3.6 Plan Metrics:</p> <ul style="list-style-type: none"> a. Gross Rating Points (GRP) b. Gross Impressions (GI) c. Share of Voice (SOV). <p>3.7 Evaluating Media Buys</p> <ul style="list-style-type: none"> a. Evaluating Television Media Buying: Dysfunctional Card Rate, Secondary and Effective Rate, Deal Composition, Cost Per Rating Point (CPRP), Reach Delivered by the Buy, Visibility Spots, Bonus Percentage, Upgrades and Spot Fixing, Sponsorships b. Evaluating Print Media Buying: Discount on Rate Card, Negotiated Rate, Cost Per Thousand (CPT), Market Share Incentives, Readership v/s Circulation Track, Growth Incentives, Combination Rate Incentives, Full Page Discounts and Size Upgrades, Discount for Color Ads, Date Flexibility Incentives, Positioning, Innovations. <p>3.8 Evaluating Other Media Buys: Radio Buys, Outdoor Buys, Cinema Buys, Internet Buys, and Mobile Buys</p>	
<p>Reference books:</p> <ul style="list-style-type: none"> i Arpita Menon, Media Planning and Buying, Tata McGraw Hill Education Private Limited ii Jack Z Sissors and Roger B. Baron, Advertising Media Planning, McGraw Hill Education India Pvt.Limited 		

Course Code	MINOR SEM – IV – Accounting for Managerial Decisions	Credits	Lectures/ Week
24BMSMR421	Paper I	4	4
Course Outcomes:			
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.		
CO4	Analyze and examine the financial statements to test its applicability in accounting decision making.		
Unit	Topics	No of Lectures	
I	Analysis & Interpretation of Financial Statements	15	
	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)		
II	Ratio Analysis and Interpretation	15	
	2.1 Different modes of expressing ratios: -Rate, Ratio, Percentage, Number, Benefits and Limitations of the use of Ratios. 2.2 Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio. 2.3 Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, and Stock turnover Ratio, EPS, DPS. 2.4 Combined ratios: Return on Capital Employed (including Long-term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio, Debtors Turnover, Creditors Turnover Ratio. (Numerical)		
III	Budgeting and Budgetary Control	15	
	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)		

IV	Working Capital Management	15
	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.	
<p>Reference books:</p> <p><i>i Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases, New Delhi.</i></p> <p><i>ii Hingorani NL and Ramanathan AR - Management Accounting, New Delhi</i></p> <p><i>iii Ravi M. Kishore, Advanced Management Accounting, Taxman, New Delhi</i></p> <p><i>iv Maheshwari SN - Management and Cost Accounting, Sultan Chand, New Delhi</i></p> <p><i>v Gupta, SP - Management Accounting, Sahitya Bhawan, Agra.</i></p>		

Course Code	SEC SEM – IV Advance Soft Skills	Credits	Lectures/Week
24BMSSE451	Paper I	2	2
Course Outcomes:			
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.			
CO4 Analyse one's time management, productivity, critical thinking and leadership skills			
Unit	Topics	No of Lectures	
I	Time management, productivity and effective thinking skills	15	
	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		
II	Building Leadership personality and finding the purpose of life	15	
	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.		
Reference books:			
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:

Question	Based on	Marks
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.

Question	Based on	Marks
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.