

Deccan Education Society's

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

**Dadar (W), Mumbai -28**



Affiliated to

**UNIVERSITY OF MUMBAI**

**Title of the program**

- A -** U.G. Certificate in Management Studies
- B -** U.G. Diploma in Management Studies
- C -** Bachelor of Management Studies

**Syllabus for**

**Semester – Sem I & II**

**Ref: GR dated 20<sup>th</sup> April 2023 for Credit Structure of UG**

**(With effect from the academic year 2026-27**

**Progressively)**

## **PROGRAM OUTCOMES**

| <b>PO</b>                                                                      | <b>Description</b>                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A student completing Bachelor's in Management Studies Program will be able to: |                                                                                                                                                                                                                                                     |
| PO1                                                                            | <b>Disciplinary Knowledge:</b><br><br>Demonstrate a strong foundation in management principles, business practices, financial concepts, marketing strategies, and economic theories to analyze and address business challenges effectively.         |
| PO2                                                                            | <b>Communication Skills:</b><br><br>Develop professional oral and written communication skills to articulate ideas clearly, present business strategies, and interact effectively with stakeholders in a corporate environment.                     |
| PO3                                                                            | <b>Critical Thinking &amp; Problem Solving:</b><br><br>Apply analytical reasoning, logical thinking, and quantitative techniques to evaluate business scenarios, solve complex problems, and make data-driven decisions.                            |
| PO4                                                                            | <b>Leadership and Managerial Skills:</b><br><br>Exhibit leadership qualities, teamwork abilities, and managerial competencies essential for planning, organizing, leading, and controlling business operations efficiently in dynamic environments. |
| PO5                                                                            | <b>Research-Related Skills:</b><br><br>Develop the ability to identify, locate, extract organize evaluate and use or present information that is relevant to a particular topic for addressing business and management-related issues.              |
| PO6                                                                            | <b>Ethical &amp; Social Awareness/Reasoning:</b><br><br>Uphold ethical values, corporate governance principles, and professional integrity while making business decisions, ensuring social responsibility and sustainable business practices.      |
| PO7                                                                            | <b>Global Perspective:</b><br><br>Analyze global business trends, international trade policies, and cross-cultural management practices to operate effectively in a dynamic and interconnected global economy.                                      |
| PO8                                                                            | <b>Lifelong learning:</b><br><br>Cultivate an attitude of continuous learning, adaptability to new technologies, and self-improvement through ongoing education and professional development in the ever-evolving business landscape.               |

## **PROGRAM SPECIFIC OUTCOMES**

### **PSO: Human Resource Management**

| <b>PSO</b> | <b>Description</b>                                                                                                                           |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| PSO1       | Apply HR principles and people analytics to manage talent acquisition, training, performance appraisal, and employee relations effectively   |
| PSO2       | Demonstrate knowledge of labour laws, grievance redressal, and compliance to handle workforce challenges in diverse organisational contexts  |
| PSO3       | Analyse workforce dynamics and HR metrics to support strategic HR decision-making, change management, and organisational development         |
| PSO4       | Integrate ethical practices, DEI (Diversity, Equity & Inclusion), and leadership skills to build inclusive and sustainable work environments |

### **PSO: Marketing Management**

| <b>PSO</b> | <b>Description</b>                                                                                                                                     |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| PSO1       | Apply marketing concepts including STP, consumer behaviour, and market research to develop effective strategies for products and services              |
| PSO2       | Utilise digital marketing tools — SEO, social media, content marketing, and analytics — alongside traditional tools for brand management and promotion |
| PSO3       | Interpret market research data, consumer insights, and competitive intelligence to support data-driven business decisions                              |
| PSO4       | Incorporate ethical, social, cultural, and global perspectives in designing and implementing integrated marketing strategies                           |

### **PSO: Finance Management**

| <b>PSO</b> | <b>Description</b>                                                                                                                                     |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| PSO1       | Apply marketing concepts including STP, consumer behaviour, and market research to develop effective strategies for products and services              |
| PSO2       | Utilise digital marketing tools — SEO, social media, content marketing, and analytics — alongside traditional tools for brand management and promotion |
| PSO3       | Interpret market research data, consumer insights, and competitive intelligence to support data-driven business decisions                              |
| PSO4       | Incorporate ethical, social, cultural, and global perspectives in designing and implementing integrated marketing strategies                           |



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| Sr. No. | Heading                                      | Particulars |                                                                                                                                                                                                                                                                |
|---------|----------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | <b>Title of program</b><br>O: _____ <b>A</b> | <b>A</b>    | U.G. Certificate in Management Studies                                                                                                                                                                                                                         |
|         | O: _____ <b>B</b>                            | <b>B</b>    | U.G. Diploma in Management Studies                                                                                                                                                                                                                             |
|         | O: _____ <b>C</b>                            | <b>C</b>    | Bachelor of Management Studies (BMS)                                                                                                                                                                                                                           |
| 2       | <b>Eligibility</b><br><br>O: _____ <b>A</b>  | <b>A</b>    | <b>Appeared for</b><br>MAH-BHMCT/ BCA/BBA/BBM/BMS CET<br>+ Any stream 10+2/ HSC/ Diploma -<br>Academic Level 4.0<br>Min 45%, First attempt only<br>(Min 40% for Reserved category,<br>First attempt only)<br><b>OR</b><br>Passed Equivalent Academic Level 4.0 |
|         | O: _____ <b>B</b>                            | <b>B</b>    | Under Graduate Certificate in<br>Management Studies<br><b>OR</b><br>Passed Equivalent Academic Level<br>4.5                                                                                                                                                    |
|         | O: _____ <b>C</b>                            | <b>C</b>    | Under Graduate Diploma in Management<br>Studies<br><b>OR</b><br>Passed Equivalent Academic Level 5.0                                                                                                                                                           |
| 3       | <b>Duration of program R</b>                 | <b>A</b>    | One Year                                                                                                                                                                                                                                                       |
|         |                                              | <b>B</b>    | Two Years                                                                                                                                                                                                                                                      |
|         |                                              | <b>C</b>    | Three Years                                                                                                                                                                                                                                                    |
| 4       | <b>Intake Capacity</b><br>R: _____           | <b>120</b>  |                                                                                                                                                                                                                                                                |

|                                                                                |                                                                                           |                                                                                |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
|                                                                                |                                                                                           |                                                                                |
| <b>Sign of the Chairperson<br/>BOS in Bachelor's of<br/>Management Studies</b> | <b>Sign of the NEP Coordinator,<br/>DES's Kirti M. Doongursee<br/>College, Mumbai 28.</b> | <b>Sign of Principal<br/>DES's Kirti M. Doongursee<br/>College, Mumbai 28.</b> |

# Preamble

## 1) Introduction

Bachelor of Management Studies (BMS) is a three-year undergraduate degree programme offered under the Faculty of Commerce, University of Mumbai. The programme is designed to provide students with a strong foundation in management principles, business functions, and professional skills. Structured across six semesters under the NEP 2020 framework, it integrates core management subjects with specialisations in Marketing, Finance, and Human Resource Management. The programme blends theoretical knowledge with practical application, preparing students for careers in business, industry, and entrepreneurship.

## 2) Aims and Objectives

- 1) To deliver a multidisciplinary and skill-based management curriculum integrating industry insights and experiential learning.
- 2) To foster innovation, problem-solving, and startup incubation through hands-on projects and mentorship.
- 3) To enhance employability through internships, certifications, and collaboration with corporate and global partners.
- 4) To instill values of integrity, social responsibility, and sustainability in business decision-making.

## 3) Learning Outcomes

**Upon successful completion of the BMS programme, students will be able to:**

- 1) Demonstrate knowledge of core management functions — planning, organising, leading, and controlling.
- 2) Apply financial, marketing, and HR concepts to real business situations.
- 3) Analyse business problems and propose evidence-based solutions.
- 4) Communicate effectively in professional written and oral contexts.
- 5) Use digital tools, data, and emerging technologies in business decision-making.
- 6) Work independently and collaboratively in team environments.
- 7) Exhibit ethical conduct and professional responsibility in business dealings.
- 8) Pursue careers in mNew Venture Creation
- 9) [anagement](#), entrepreneurship, finance, marketing, HR, or higher studies.

**Proposed Curriculum as per NEP, 2020**

**Year of implementation – 2026 – 27**

| Semester        | Course Code | Course Title                                 | Vertical               | Credit |
|-----------------|-------------|----------------------------------------------|------------------------|--------|
| <b>Sem - I</b>  |             | Principles of Management                     | Major                  | 4      |
|                 |             | Introduction to Financial Accounting         | Major                  | 2      |
|                 |             |                                              | OE<br>(Offered by BMS) | 2      |
|                 |             | Entrepreneurship and New Venture Creation    | VSC                    | 2      |
|                 |             | Computer Skills in business administration   | SEC                    | 2      |
| <b>Sem - II</b> |             | Principles of Marketing                      | Major                  | 4      |
|                 |             | Introduction to Human Skills                 | Major                  | 2      |
|                 |             | Corporate Communication and Public Relations | Minor                  | 2      |
|                 |             | Business Economics                           | Minor                  | 2      |
|                 |             | Business Planning                            | OE<br>(Offered by BMS) | 2      |
|                 |             | Startup Ecosystem and Growth Strategies      | VSC                    | 2      |

|                    |                                                   |                |                           |
|--------------------|---------------------------------------------------|----------------|---------------------------|
| <b>Course Code</b> | <b>MAJOR I SEM – I – Principles of Management</b> | <b>Credits</b> | <b>Lecture<br/>s/Week</b> |
|                    | <b>Paper I</b>                                    | <b>4</b>       | <b>4</b>                  |

**Course Objectives (OC):**

- OC1 To introduce the fundamental concepts and importance of management.
- OC2 To interpret management theories, principles, and organizational processes.
- OC3 To apply managerial principles and decision-making techniques and analyze their impact on organizational structure, processes, and performance
- OC4 To analyse and evaluate managerial practices, leadership approaches, and control mechanisms to support effective organizational decision-making.

**Course Outcomes (CO):**

- CO1 Relate and list organizational work culture and the multifaceted aspects of management.
- CO2 Identify and compare managerial principles alongside their applications in the various areas of business operations in relation to management levels and their responsibilities.
- CO3 Demonstrate and practice use of managerial principles in different departments and sectors of an organization and their operations
- CO4 Illustrate Managerial theories for better productivity

| <b>Unit</b> | <b>Topics</b>                                                                                                                                                                                                                                                                                                                                                                | <b>No of<br/>Lectures</b> |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| I           | 1.1. Management: Concept, Significance, Role & Skills,<br>1.2. Levels of Management<br>1.3. Concepts of PODSCORB<br>1.4. Managerial Grid.<br>1.5. Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.                                                                                                                        | <b>15</b>                 |
| II          | 2.1. Planning: Meaning, Importance, Elements, Process<br>2.2. MBO and Limitations.<br>2.3. Decision Making: Meaning, Importance, Process<br>2.4. Techniques of Decision Making.                                                                                                                                                                                              | <b>15</b>                 |
| III         | 3.1. Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations<br>3.2. Departmentation: Meaning, Basis and Significance<br>3.3. Span of Control: Meaning, Graicunas Theory<br>3.4. Factors affecting span of Control Centralization vs Decentralization<br>3.5. Delegation: Authority & Responsibility relationship. | <b>15</b>                 |
| IV          | 4.1. Directing: Meaning and Process<br>4.2. Leadership: Meaning, Styles and Qualities of Good Leader<br>4.3. Co-ordination as an Essence of Management<br>4.4. Controlling: Meaning, Process and Techniques                                                                                                                                                                  | <b>15</b>                 |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--|
|                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4.5. Recent Trends: Green Management & CSR, AI in management Traditional and contemporary issues in management |  |
| <p>References Book:</p> <ol style="list-style-type: none"> <li>1. Ramasamy, T. (2009). Principles of management. Himalaya Publishing House.</li> <li>2. Tripathi, P. C., &amp; Reddy, P. N. (2012). Principles of management. Tata McGraw Hill.</li> <li>3. Rao, V. S. P. (2010). Management: Text and cases. Excel Books.</li> <li>4. Koontz, H., &amp; Weihrich, H. (2010). Essentials of management. McGraw Hill.</li> </ol> |                                                                                                                |  |

|                    |                                                                |                |                       |
|--------------------|----------------------------------------------------------------|----------------|-----------------------|
| <b>Course Code</b> | <b>MAJOR II SEM – I – Introduction to Financial Accounting</b> | <b>Credits</b> | <b>Lecture s/Week</b> |
|                    | <b>Paper I</b>                                                 | <b>2</b>       | <b>2</b>              |

**Course Objectives (OC):**

- OC1 To gain knowledge of the basic concepts, standards, principles, and terms of accounting.
- OC2 To build an understanding of accounting transactions and final accounts based on accounting principles and standards.
- OC3 To learn to prepare financial statements and solve accounting numerical.
- OC4 To develop the ability to evaluate accounting transactions and interpret financial statements.

**Course Outcomes (CO):**

- CO1 Identify and define the various accounting terms and concepts, accounting standards, principles, and IFRS standards.
- CO2 Describe the various aspects of financial accounting transactions.
- CO3 Apply accounting concepts to prepare Journals, Ledgers, Trial Balance, Manufacturing Account, Trading Account, Profit & Loss Account, and Balance Sheet for sole proprietors.
- CO4 Analyze accounting concepts, Capital vs Revenue distinctions, accounting policies in the preparation and presentation of financial statements and accounting transactions.

| <b>Unit</b> | <b>Topics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>No of Lectures</b> |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| I           | 1.1. Meaning, Objectives and Scope of Accounting: Need and development, definition: Book-keeping and accounting, Persons interested in accounting, Branches of accounting, terminologies and concepts of accounting.<br>1.2. Accounting principles: Introductions to principles/concepts and conventions.<br>1.3. Expenditure: Classification of Expenditure-Capital, Revenue and Deferred Revenue Expenditure. Receipts: Classification of receipts – Capital and Revenue receipt. Profit or Loss: Revenue profit or loss and Capital profit or loss.<br>1.4. Accounting transactions: Accounting cycle, Journal Entries, Relationship between journal & ledger: Rules regarding posting, Ledger accounts. Preparation of Trial Balance (Journal Form & Ledger Form). (Numerical) | <b>15</b>             |
| II          | 2.1. Introduction to Accounting Standards: (Meaning and Scope) Ind AS 101: Adoption of Indian Accounting Standard, Ind AS 1: Presentation of Financial Statements, Ind AS 8: Accounting Policies,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>15</b>             |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <p>Changes in the Accounting Estimates and Errors, Ind AS 16: Property, Plant &amp; Equipment.</p> <p>2.2. International Financial Reporting Standards (IFRS): Introduction to IFRS, IAS-1: Presentation of Financial Statements (Introductory Knowledge), IAS-2: Inventories (Introductory Knowledge)</p> <p>2.3. Introduction to Final Accounts of a Sole Proprietor. Manufacturing account, Trading account, Profit &amp; Loss account, and Balance Sheet. Preparation and presentation of Final Accounts.</p> |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

#### Reference Books

1. Tulsian, P. C. (2014). Financial accounting. Tata McGraw Hill.
2. Choudhary, A. (2012). Fundamentals of accounting and financial analysis. Pearson Education.
3. Ghosh, T. P. (2016). Indian accounting standards and IFRS for non-financial executives. Taxmann.
4. Bhattacharya, A. K. (2012). Financial accounting for business managers. PHI Learning.
5. Jain, S. P., & Narang, K. L. (2014). Financial accounting. Kalyani Publishers.
6. Maheshwari, S. N. (2013). Advanced accountancy. Himalaya Publishing House.

| Course Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | OPEN ELECTIVE SEM – I – New Venture Creation                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Credits        | Lectures /Week |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Paper I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2              | 2              |
| <b>Course Objectives (OC):</b><br><br>OC1 To develop an understanding of innovation, creativity, and design thinking as foundational concepts for generating new business ideas.<br>OC2 To equip students with skills for systematic idea generation and opportunity identification using various tools, techniques, and resource-based approaches.<br>OC3 To enable students to evaluate business ideas through feasibility analysis, environmental scanning, and market assessment.<br>OC4 To foster entrepreneurial thinking and capability to transform ideas into viable business ventures through structured development processes. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |                |
| <b>Course Outcomes (OC):</b><br><br>CO1 Identify and learn about the opportunities to discover and evaluate viable business ideas for new venture creation.<br>CO2 Describe the various concepts & aspects related to the generation & evaluation of business ideas & design thinking.<br>CO3 Apply and implement the methods & techniques in generating a viable entrepreneurial idea suitable for the current market.<br>CO4 Examine and analysis the design thinking principles and theories to generate new business ideas.                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |                |
| Unit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | No of Lectures |                |
| I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Idea Generation &amp; Design Thinking</b><br>1.1. Innovation, Invention, Creativity, Business Idea.<br>1.2. Idea Generation – Sources & Development of business ideas, products, services & technologies. Idea Generation Steps & Techniques.<br>1.3. Opportunity Recognition.<br>1.4. Resource-Based Theory & Identification of Resource Gap.<br>1.5. Design Thinking – Meaning & importance in business, design thinking resources & identifying drivers, basic process/stages of design thinking. | 15             |                |
| II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Idea Evaluation &amp; Feasibility Analysis</b><br>2.1. Idea Screening, Prototyping, and Value Proposition to develop the Idea Treatment.<br>2.2. Idea Evaluation - Methods & Techniques.<br>2.3. Environmental Scanning & SWOT Analysis. Market survey.<br>2.4. Product/Service Feasibility Analysis, Industry & Competition Analysis, and Financial Feasibility Analysis.                                                                                                                           | 15             |                |

|  |                                          |  |
|--|------------------------------------------|--|
|  | 2.5. Creating Entrepreneurial Venture    |  |
|  | 2.6. Entrepreneurship Development Cycle. |  |

#### Reference Books

1. Hougaard, S. (2005). The business idea: The early stages of entrepreneurship. Springer.
2. Sedniev, A. (2013). The business idea factory: A world-class system for creating successful business ideas. CreateSpace Independent Publishing Platform.
3. Bland, D. J., & Osterwalder, A. (2019). Testing business ideas: A field guide for rapid experimentation. Wiley.
4. Bhatt, A. K. (2016). Innovation and entrepreneurship. Laxmi Publications.
5. Soota, A., & Gopalan, S. R. (2021). Entrepreneurship simplified: From idea to IPO. Penguin Random House.

| Course Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | VOCATIONAL SKILL COURSE<br>SEM – I- Entrepreneurship and New Venture Creation                                                                                                                                                                                                                                                                                                                                                                                        | Credits        | Lectures /Week |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Paper I                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2              | 2              |
| <b>Course Objectives (OC):</b><br><br>OC1 To develop an understanding of innovation, creativity, and design thinking as foundational concepts for generating new business ideas.<br>OC2 To equip students with skills for systematic idea generation and opportunity identification using various tools, techniques, and resource-based approaches.<br>OC3 To enable students to evaluate business ideas through feasibility analysis, environmental scanning, and market assessment.<br>OC4 To foster entrepreneurial thinking and capability to transform ideas into viable business ventures through structured development processes. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                |
| <b>Course Outcomes (OC):</b><br><br>CO1 Apply idea generation techniques and entrepreneurial concepts to identify and evaluate real world business opportunities<br>CO2 Analyze the business environment, feasibility components and Business Model Canvas for a given venture idea<br>CO3 Evaluate the viability of a startup using feasibility frameworks, customer validation and legal structure assessment<br>CO4 Design a complete new venture plan incorporating opportunity analysis, business model, validation findings and legal setup.                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                |                |
| Unit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Topics                                                                                                                                                                                                                                                                                                                                                                                                                                                               | No of Lectures |                |
| I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1.1. Idea Generation & Design Thinking<br>1.2. Types of entrepreneurs — Intrapreneur, Women, Social<br>1.3. Entrepreneurial mindset and characteristics<br>1.4. Ethics in entrepreneurship<br>1.5. Sources of business ideas<br>1.6. Brainstorming, SCAMPER, Focus Group<br>1.7. Opportunity vs Idea<br>1.8. Feasibility Analysis<br>1.9. Business environment — micro and macro<br>1.10. Market, Financial, Technical, Legal feasibility<br>1.11. TAM-SAM-SOM, SWOT | 15             |                |
| II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Idea Evaluation &amp; Feasibility Analysis</b><br>1.12. Business Model Canvas — 9 blocks<br>1.13. Revenue models<br>1.14. Business Plan components<br>1.15. Minimum Viable Product<br>1.16. Build-Measure-Learn cycle<br>1.17. Customer interviews and pivot decision.<br>1.18. Business structures: Sole Prop, LLP, Pvt Ltd                                                                                                                                      | 15             |                |

|  |                                           |  |
|--|-------------------------------------------|--|
|  | 1.19. SPICe+ registration, GST, IP basics |  |
|--|-------------------------------------------|--|

Reference Books

1. Hougaard, S. (2005). The business idea: The early stages of entrepreneurship. Springer.
2. Sedniev, A. (2013). The business idea factory: A world-class system for creating successful business ideas. CreateSpace Independent Publishing Platform.
3. Bhatt, A. K. (2016). Innovation and entrepreneurship. Laxmi Publications.
4. Soota, A., & Gopalan, S. R. (2021). Entrepreneurship simplified: From idea to IPO. Penguin Random House.
5. Bansal, R. (2008). *Stay hungry stay foolish*. CIIE Publications.

Additional References:

1. Office of the Controller General of Patents Designs and Trade Marks. (2023). *Guide to intellectual property for startups*. Government of India. <https://ipindia.gov.in>
2. National Small Industries Corporation. (2023). NSIC guide for startups and small businesses. Government of India. <https://www.nsic.co.in>

| Course Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>SKILL ENHANCEMENT COURSE</b><br><b>SEM – I - Computer Skills in Business Administration</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Credits        | Lectures /Week |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Paper I</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2</b>       | <b>2</b>       |
| <b>Course Outcomes (OC):</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                |
| OC1 To introduce students to fundamental computer applications used in business environments.<br>OC2 To develop skills in creating, formatting, and managing professional documents and presentations.<br>OC3 To familiarize students with spreadsheet operations for organizing and analyzing business data.<br>OC4 To enable students to use digital tools for communication, collaboration, and reporting, along with gaining practical exposure to automation techniques such as Mail Merge and basic data visualization.                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                |
| <b>Course Objectives (CO):</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                |
| CO1 Recall and describe fundamental computer applications and basic features of word processing, presentation, and spreadsheet tools used in business.<br>CO2 Explain the functions, formatting options, and design principles used in creating documents and presentations.<br>CO3 Create and format professional documents, presentations, and spreadsheets, and perform operations using formulas, functions, and Mail Merge.<br>CO4 Analyze and organize business data using spreadsheets, charts, and data visualization techniques, and evaluate appropriate digital tools for communication and reporting. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                |
| Unit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | No of Lectures |                |
| I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Documents & Presentation<br>1.1. Document<br>Creating, editing, and managing business documents<br>Formatting text, paragraphs, styles, and themes<br>Page setup, headers, footers, watermark<br>Tables, lists, and document structuring<br>References: citations, table of contents, footnotes<br>Mail Merge- Main Document, Data Source (Excel/CSV), Merge Fields<br>Creating letters, labels, envelopes<br>Inserting and formatting:<br>Images, shapes, charts, SmartArt<br>Document collaboration:<br>Comments, track changes, version history<br>Manage Options and Settings for Documents<br>Google Docs (sharing, collaboration, real-time editing)<br>1.2. Presentation<br>Basics of presentation design and layout<br>Slide structuring and storytelling techniques<br>Use of: Text, images, SmartArt, charts<br>Animations, transitions, multimedia integration<br>Slide show settings and presenter view<br>Google Slides<br>Canva (templates & business presentations) | <b>15</b>      |                |
| II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2.1 Spreadsheets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>15</b>      |                |

|                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
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|                                                                                                                                                                                                                                                | <p>Workbook and worksheet management</p> <p>Formatting cells, conditional formatting</p> <p>Data validation and data protection</p> <p>Tables and sorting/filtering data</p> <p>Formulas &amp; Functions:</p> <p>Basic: SUM, AVERAGE, COUNT</p> <p>Logical: IF</p> <p>Lookup: VLOOKUP, HLOOKUP (basic introduction)</p> <p>2.2 Data Analysis &amp; Business Intelligence</p> <p>Charts: bar, pie, line, combo charts</p> <p>Data visualization best practices</p> <p>Pivot Tables</p> <p>Basic business analysis: Sales data analysis</p> <p>Expense tracking</p> <p>Google Sheets collaboration</p> <p>Concept of dashboards and reporting</p> <p>Use of AI Tools (Basics)</p> |  |
| <p>Textbooks:</p> <ol style="list-style-type: none"> <li>1. Microsoft. (2025). Technology for success: Microsoft 365 &amp; Office. Pearson.</li> <li>2. Srivastava, S. (2021). Computer applications in business. (Publisher name).</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                       |                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|
| <b>Course Code</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>MAJOR I SEM – II – Principles of Marketing</b>                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Credits</b>        | <b>Lectures /Week</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Paper I</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>4</b>              | <b>4</b>              |
| <b>Course Objectives (CO):</b><br><br>OC1 To familiarize students with fundamental concepts, principles, and scope of marketing, including consumer behaviour and market dynamics.<br>OC2 To develop an understanding of segmentation, targeting, positioning, and differentiation strategies in diverse market contexts.<br>OC3 To enable students to apply marketing mix decisions, branding, pricing, and distribution strategies in real-world business scenarios.<br>OC4 To introduce students to contemporary and technological trends in marketing and their impact on business and consumer engagement.                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                       |                       |
| <b>Course Outcomes (OC):</b><br><br>CO1 Identify & recall various basic concepts and terms related to the function and role of marketing.<br>CO2 Understand the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors.<br>CO3 Apply marketing management principles and frameworks to a new or current firm of various sectors.<br>CO4 Examine marketing concerns such as segmentation, targeting, and positioning, marketing environmental factors, consumer's buying behaviour, marketing mix, and the product life cycle in the context of real-world marketing offerings. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                       |                       |
| <b>Unit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Topics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>No of Lectures</b> |                       |
| I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1.1. Introduction to Marketing: Definition, features, advantages and scope of marketing. Marketing v/s Selling<br>1.2. Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges.<br>1.3. Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.<br>1.4. Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour. | <b>15</b>             |                       |
| II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2.1. Segmentation – meaning, importance, basis subsegments or niche market.<br>2.2. Targeting – meaning, types<br>2.3. Differentiation, Dimensions of Differentiation (Product, Services, Personnel, Channel, Image)<br>2.4. Positioning – meaning – strategies<br>2.5. Difference Between STP and STDP                                                                                                                                                            | <b>15</b>             |                       |
| III                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 3.1. Marketing mix: Meaning –elements of Marketing Mix. The 4P's and 4C's of marketing,                                                                                                                                                                                                                                                                                                                                                                            |                       |                       |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |    |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
|    | <p>3.2. Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product</p> <p>3.3. Branding –Packing and packaging – role and importance</p> <p>3.4. Pricing – objectives- factors influencing pricing policy and Pricing strategy.</p> <p>3.5. Physical distribution – meaning – factor affecting channel selection-types of marketing channels</p> <p>3.6. Promotion – meaning and significance of promotion. Promotion tools (brief)</p> <p>3.7. Extended 3 Ps of service elements.</p>                                                                                                                                                                                                                 |    |
| IV | <p>4.1. Contemporary trends in Marketing - Green Marketing, Niche Marketing, Rural Marketing, Neuro Marketing, eMarketing, Ambush Marketing, Guerilla Marketing, Surrogate Advertising, Bottom of the Pyramid Marketing, Catalogue Marketing, Crowd sourcing, Entertainment Marketing and Sports Marketing, Social Marketing and cause related marketing.</p> <p>4.2. Technological Trends in Marketing: Digital Marketing, Data Driven Marketing, Interactive marketing and Gamification, Omnichannel Marketing, AR, VR, AI &amp; ML, Voice Search &amp; Smart Assistants, IoT (Internet of Things) &amp; Smart Marketing, Marketing Automation</p> <p>4.3. Growth in Emerging Markets and a More Diverse Audience, Focus on Customer Retention, Loyalty and Advocacy.</p> | 15 |

Reference books:

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). Marketing management: A South Asian perspective (14th ed.). Pearson.
2. Kotler, P., & Keller, K. L. (2016). Marketing management (14th ed.). Pearson.
3. Saxena, R. (2009). Marketing management (4th ed.). Tata McGraw Hill.
4. Panda, T. K. (2008). Marketing management: Text and cases. Excel Books.
5. Ramaswamy, V. S., & Namakumari, S. (2010). Marketing management: Planning, implementation and control (4th ed.). Macmillan.

| Course Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | MAJOR II SEM – II – Introduction to Human Skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Credits        | Lectures /Week |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Paper I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2              | 2              |
| <b>Course Objectives (OC):</b> <p>OC1 To develop understanding of human nature, individual behavior, and basic organizational behavior concepts.</p> <p>OC2 To provide knowledge of human life span, personality traits, group behavior, organizational change, and creativity.</p> <p>OC3 To enhance the ability to apply human skills, behavioral theories, and concepts in personal and professional life.</p> <p>OC4 To develop the ability to analyze, select and apply relevant human skill tools and techniques to meet dynamic professional and market demands.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |                |
| <b>Course Outcomes (OC):</b> <p>CO1 Identify the terms and concepts of human nature and their behaviour in organization.</p> <p>CO2 Describe the various aspects of human life span with its traits, group behavior, organizational change and creativity.</p> <p>CO3 Use the human skills lessons, theories and outcomes in personal and professional life.</p> <p>CO4 Analyze, select, and apply appropriate human skill tools and techniques in accordance with professional and market requirements.</p>                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |                |
| Unit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | No of Lectures |                |
| I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1.1. Understanding the Concept of a man and individual differences, Impact of nature v/s nurture on humans<br>1.2. Determinants of personality and Personality traits theory, Big five model of personality, Significant personality traits for organizational behavior,<br>1.3. Thinking skills: Lateral thinking<br>1.4. Types of Intelligence (IQ, EQ, SQ, AQ, PQ and HQ)<br>1.5. Understanding self through Johari window<br>1.6. Perception features and factor influencing individual perception. Effects of perceptual error in managerial decision making at workplace. (Errors such as Halo effect, stereotyping, prejudice attributional).<br>1.7. Universal human values | 15             |                |
| II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2.1. Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures).<br>2.2. Team effectiveness: nature, types of teams, Developing high performance teams.<br>2.3. DISC Model of Human Behaviour: Dialing Up and                                                                                                                                                                                                                                                                                                                                                                                                                                 | 15             |                |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                                                                                                                                                                                                                                         | <p>Dialing Down each style.</p> <p>2.4. Understanding the art of delegation: Maximize your time and Leverage others.</p> <p>2.5. Understanding Power and Politics</p> <p>2.6. Organizational conflicts and resolution</p> |  |
| <p>Reference books:</p> <ol style="list-style-type: none"> <li>1. Stephen P. Robbins, 2017, Organizational Behavior, Pearson Education.</li> <li>2. 2.HowardGardner, 1983, Frames of Mind: The Theory of Multiple Intelligences, Basic Books</li> </ol> |                                                                                                                                                                                                                           |  |

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|--------------------|-------------------------------------------------------------------------------|----------------|-----------------------|
| <b>Course Code</b> | <b>MINOR I SEM – II – Corporate Communication and Public Relations (CCPR)</b> | <b>Credits</b> | <b>Lectures /Week</b> |
|                    | <b>Paper I</b>                                                                | <b>2</b>       | <b>2</b>              |

### Course Objectives (OC):

- OC1 The course aims to develop a foundational understanding of corporate communication, including its meaning, scope, relevance, and role in the contemporary business environment in India.
- OC2 The course aims to build knowledge of key concepts such as corporate identity, corporate image, and corporate reputation along with workplace diversity and sensitization.
- OC3 The course aims to provide understanding of ethical practices and legal frameworks governing corporate communication, including media laws and professional codes of conduct.
- OC4 The course aims to introduce the fundamentals of public relations, including its objectives, scope, significance, and emerging global relevance in business.

### Course Outcomes (CO):

- CO1 Recall and describe the meaning, scope, and relevance of corporate communication and public relations.
- CO2 Learners will be able to explain concepts of corporate identity, corporate image, corporate reputation, and the role of diversity and sensitization in the workplace.
- CO3 Demonstrate ethical principles, professional codes, and legal provisions including media laws in corporate communication practices.
- CO4 Critically analyze the role and effectiveness of public relations and corporate communication in business and international contexts.

| <b>Unit</b> | <b>Topics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>No of Lectures</b> |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| I           | <b>Foundation of Corporate Communication and Public Relations</b><br>1.1. Corporate Communication: Scope and Relevance: Introduction, Meaning, Scope, Corporate Communication in India, Need/Relevance of Corporate Communication in Contemporary Scenario<br>1.2. Keys concept in Corporate Communication: Corporate Identity: Meaning and Features, Corporate Image: Meaning, Factors Influencing Corporate Image, Corporate Reputation: Meaning, Advantages of Good Corporate Reputation, Diversity and Sensitization at workplace.<br>1.3. Ethics and Law in Corporate Communication: Importance of Ethics in Corporate Communication, Corporate Communication and Professional Code of Ethics, Mass Media Laws: Defamation, Invasion of Privacy, Copyright Act, Digital Piracy, RTI<br>1.4. Fundamental of Public Relations: Introduction, | <b>15</b>             |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
|    | Meaning, Essentials of Public Relations, Objectives of Public Relations, Scope of Public Relations, Significance of Public Relations in Business. Reasons for Emerging International Public Relations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |    |
| II | <p><b>Functions and Technology in Corporate Communication and Public Relations</b></p> <p>2.1. Functions: Media Relations: Pitching stories, Press conferences, Media monitoring, Crisis communication. Reputation Management: Brand building, Issue management, Crisis communication, Public Affairs: Government relations, Community relations Internal Communications: Employee relations, Change management Marketing Communications: Product launches, Event planning, Sponsorship, Influencer Relations in Public Relations Investor Relations: Financial communication, Shareholder</p> <p>2.2. Technology &amp; IT in Corporate Communication<br/>Internal Communication Technology: Intranet Employee Portals, Enterprise Social Networks (ESNs), Instant Messaging and Chat Tools, Video Conferencing, Digital Signage, External Communication Technology: Website, Social Media, Content Management Systems (CMS), Email Marketing, Customer Relationship Management (CRM), Systems Public Relations (PR) Distribution Services, RSS (Really Simple Syndication), AI in Corporate Communication and PR – Role of AI in Corporate communication &amp; PR, Advantages and Challenges in future.</p> | 15 |

Reference books:

1. Richard R. Dolphin, The Fundamentals of Corporate Communication
2. Joep Cornelissen, Corporate Communications: Theory and Practice
3. James L. Horton, Integrating Corporate Communication: The Cost-Effective Use of Message & Medium
4. Sandra Oliver, Handbook of Corporate Communication & Public Relations A Cross-Cultural Approach
5. Rosella Gambetti, Stephen Quigley, Managing Corporate Communication
6. Joseph Fernandez, Corporate Communications: A 21st Century Primer
7. C.B.M. van Riel, Chris Blackburn, Principles of Corporate Communication
8. Jaishri Jethwaney, Corporate Communication: Principles and Practice

| Course Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | MINOR II SEM – II – Business Economics                                                                                                                                                                                                                                                                                                                                                                                                                           | Credits        | Lectures /Week |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Paper I                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2              | 2              |
| <b>Course Objectives (OC):</b><br>OC1 To gain knowledge of the basic concepts of microeconomics and macroeconomics.<br>OC2 To develop an understanding of demand, supply, cost-revenue, market structures, trade cycles, inflation and economic policies related to the Indian economy.<br>OC3 To learn to use economic concepts in practical business situations.<br>OC4 To develop the ability to study economic problems and the effects of economic policies.                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                |
| <b>Course Outcomes (OC):</b><br>CO1 Identify and recall the basic concepts, terminology and principles of Microeconomics and Macroeconomics.<br>CO2 Describe the various aspects and conditions of demand and supply, elasticity, production, cost, market structures, fiscal policy, monetary policy, inflation, and trade cycles in the context of the Indian economy.<br>CO3 Apply the theoretical knowledge of demand- supply analysis, revenue-cost relationships, market structures, break even analysis, fiscal measures, and monetary tools to practical business situations.<br>CO4 Analyze the economic situations, market conditions, inflationary trends, and policy impacts using microeconomic and macroeconomic frameworks. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                |
| Unit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Topics                                                                                                                                                                                                                                                                                                                                                                                                                                                           | No of Lectures |                |
| I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1.1. Introduction to Microeconomics- Demand and Supply Analysis- The Basics of Market Demand, Market Supply; Elasticity of Demand; Demand Forecasting; Production Function.<br>1.2. Revenue and Cost of Production- Revenue Concepts, Cost Concepts, Cost Output Relationship in the Short Run and Long Run, Break Even Analysis.<br>1.3. Market Structures- Perfect Competition Market, Monopoly, Monopolistic Competition, Oligopoly, Price Leadership Models. | 15             |                |
| II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2.1. Introduction to Macroeconomics- Fiscal Policy, Sources of revenue, Direct and Indirect Taxes, Public expenditure, Public Debt.<br>2.2. The Union Budget- Union Budget, Types of Deficits.<br>2.3. Trade Cycle, Inflation- Effects of Inflation, Measures to correct Inflation; stagflation.<br>2.4. Monetary Policy, Role of Monetary Policy in Developing Economies, Fiscal Policy, Role of Fiscal Policy in                                               | 15             |                |

|  |                       |  |
|--|-----------------------|--|
|  | Developing Economies. |  |
|--|-----------------------|--|

Reference books:

1. Principles of Economics by Robert Frank, Ben Bernanke, Kate Antonovics and Ori Heffetz (2024), McGraw Hill Publication.
2. Managerial Economics by P L Mehta (2016), S. Chand Sons publication.
3. Managerial Economics cases and concepts by Pal Sumitra (2014), Macmillan, New Delhi.
4. Macroeconomics: Theories and policies by Richard Froyen, 10<sup>th</sup> Global Edition, Pearson Education.
5. Macroeconomics by Errol D'Souza (2012), Pearson Education.

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|
| <b>Course Code</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>OPEN ELECTIVE SEM – II – Business Planning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Credits</b>        | <b>Lectures /Week</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Paper I</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>2</b>              | <b>2</b>              |
| <b>Course Objectives (OC):</b><br><br>OC1 To develop an understanding of key concepts, processes, and significance of business planning in entrepreneurship.<br>OC2 To equip students with skills for generating business ideas, planning products/services, and organizing teams for venture creation.<br>OC3 To enable analysis of entrepreneurial opportunities, risks, and support mechanisms for developing viable business plans.<br>OC4 To provide practical knowledge of preparing, evaluating, and implementing comprehensive business plans, including legal and operational aspects. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                       |                       |
| <b>Course Outcomes (OC):</b><br><br>CO1 Identify and define the various concepts & terms related to business planning, execution and implementation.<br>CO2 Describe the guidelines and components for preparing a business plan<br>CO3 Demonstrate and sketch a Business Plan relating to the planned entrepreneurial venture.<br>CO4 Analyze the risks, requisites & options available to entrepreneurs for creating a commercialized business plan.                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                       |                       |
| <b>Unit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Topics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>No of Lectures</b> |                       |
| I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Planning Process</b><br>1.1. Business Plan – Meaning, Nature, Scope, Significance & components.<br>1.2. Team formation, teamwork planning and delegation of work.<br>1.3. Innovative product/services planning, iterating the MVP.<br>1.4. Business Planning Process as an Entrepreneurial Tool.<br>1.5. Entrepreneurial Development Program (EDP) – Concept & factors influencing EDP. Option available to Entrepreneur. (Auxiliary, BPO, Franchise, M&A).                                                                                                        | <b>15</b>             |                       |
| II                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Execution &amp; Implementation</b><br>2.1. Critical Risk Contingencies of the business proposal, Scheduling and milestones.<br>2.2. Guidelines & components for writing Business Plan – Executive summary, Vision, Mission, Objectives, Company & Product overview, Product & Pricing strategies, Operations Plan, Marketing Plan, Financial Plan, Organizational & Management Plan.<br>2.3. Pre-requisites from the perspective of business stakeholders.<br>2.4. Evaluating, Using & Implementing business plans.<br>2.5. Launching formalities & legal aspects. | <b>15</b>             |                       |

#### Reference Books

1. The Complete Book of Business Plans: Simple Steps to Writing Powerful Business Plans - Brian J Hazelgren & Joseph A Covello Sourcebooks; 2nd edition (1 November 2006)
2. The Business Plan Write-up Simplified: A practitioner's guide to writing the Business Plan – Sarada Ramani, 2017, Notion Press.
3. Fundamentals of Entrepreneurship and Project Planning - Sultan Ahmad Madhurima Lall, 2021, Sultan Chand and Sons.
4. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication.
5. Successful Business Plan: Secrets & Strategies – Rhonda Abrams, 2019, Planning Shop, 7th Edition.

| Course Code                                                                                                                                                                                   | VOCATIONAL SKILL COURSE<br>SEM – II- Startup Ecosystem and Growth Strategies                                                                                                                                                                                                                                     | Credits        | Lectures/Week |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|
| 26BMSVSC241                                                                                                                                                                                   | Paper I                                                                                                                                                                                                                                                                                                          | 2              | 2             |
| <b>Course Objectives (OC):</b>                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                  |                |               |
| OC1 To familiarize students with the Indian startup ecosystem and key stakeholders                                                                                                            |                                                                                                                                                                                                                                                                                                                  |                |               |
| OC2 To provide understanding of funding stages and financial basics for startups                                                                                                              |                                                                                                                                                                                                                                                                                                                  |                |               |
| OC3 To develop skills in marketing, branding and digital presence for startups                                                                                                                |                                                                                                                                                                                                                                                                                                                  |                |               |
| OC4 To enable students to understand scaling, operations and reasons for startup failure                                                                                                      |                                                                                                                                                                                                                                                                                                                  |                |               |
| <b>Course Outcomes (CO):</b>                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                  |                |               |
| CO1 Apply knowledge of the Indian startup ecosystem, funding stages and financial metrics to a given startup scenario.                                                                        |                                                                                                                                                                                                                                                                                                                  |                |               |
| CO2 Analyse funding options, marketing strategies, scaling challenges and reasons for startup failure.                                                                                        |                                                                                                                                                                                                                                                                                                                  |                |               |
| CO3 Evaluate funding suitability, financial health, marketing effectiveness and scaling readiness of a startup.                                                                               |                                                                                                                                                                                                                                                                                                                  |                |               |
| CO4 Develop a comprehensive startup growth plan including funding strategy, financial projections, marketing plan and investor pitch.                                                         |                                                                                                                                                                                                                                                                                                                  |                |               |
| Unit                                                                                                                                                                                          | Topics                                                                                                                                                                                                                                                                                                           | No of Lectures |               |
| I                                                                                                                                                                                             | 1.1. Startup Ecosystem<br>1.2. Unicorns, incubators and accelerators<br>1.3. Startup India, MUDRA, Atal Innovation Mission<br>1.4. Funding stages Pre-seed to Series C<br>1.5. Bootstrapping, Angel, VC, Crowdfunding<br>1.6. Capitalization Table and Equity basics                                             | 15             |               |
| II                                                                                                                                                                                            | 2.1 Marketing and Branding<br>2.2 Value proposition and brand identity<br>2.3 Digital marketing and growth hacking<br>2.4 Growth vs Scaling<br>2.5 Hiring first employees<br>2.6 Team building and why startups fail<br>2.7 Pitching: Elevator pitch and investor pitch deck<br>2.8 Responsible Entrepreneurship | 15             |               |
| <b>References:</b>                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                  |                |               |
| 1. Osterwalder, A., & Pigneur, Y. (2010). Business model generation. Wiley.                                                                                                                   |                                                                                                                                                                                                                                                                                                                  |                |               |
| 2. Roy, R. (2011). Entrepreneurship. Oxford University Press.                                                                                                                                 |                                                                                                                                                                                                                                                                                                                  |                |               |
| 3. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017). Entrepreneurship (10th ed.). McGraw Hill.                                                                                         |                                                                                                                                                                                                                                                                                                                  |                |               |
| <b>Additional References:</b>                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                  |                |               |
| 1. Ministry of Commerce and Industry. (2016). <i>Startup India action plan</i> . Government of India. <a href="https://www.startupindia.gov.in">https://www.startupindia.gov.in</a>           |                                                                                                                                                                                                                                                                                                                  |                |               |
| 2. Securities and Exchange Board of India. (2023). SEBI guide for startup fundraising and listing. Government of India. <a href="https://www.sebi.gov.in">https://www.sebi.gov.in</a>         |                                                                                                                                                                                                                                                                                                                  |                |               |
| 3. Ministry of Commerce and Industry. (2023). Step by step guide to register your startup. Government of India. <a href="https://www.startupindia.gov.in">https://www.startupindia.gov.in</a> |                                                                                                                                                                                                                                                                                                                  |                |               |

## **Evaluation Scheme for First Year BMS (UG)**

### **under NEP 2020 (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 / OFFLINE Unit Test/** Tutorial/ Case Study/ Project / Presentations/ Group Discussion / Ind. Visit – 20 marks - 30 Minutes

#### **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             | CO1             | 15           |
| Q.2             | CO2             | 15           |
| Q.3             | CO3             | 15           |
| Q.4             | CO4             | 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 Theory Examinations.**

## **Evaluation Scheme for First Year BMS (UG) under NEP 2020 (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 / OFFLINE Unit Test /**  
Tutorial/ Case Study/ Project / Presentations/ Group Discussion / Ind. Visit – 10 marks - 15 Minutes

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

Duration: 1 Hour

Theory question paper pattern:

| <b>Question</b> | <b>Based on</b> | <b>Marks</b> |
|-----------------|-----------------|--------------|
| Q.1             | CO1             | 15           |
| Q.2             | CO2             | 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 Theory Examinations.**

**FYBMS Evaluation pattern and Question paper  
pattern for Semester End Practical  
Examination of Major Course**

| <b>Internal Continuous<br/>Assessment: 40% (20 Marks)</b>                                                                          | <b>Semester<br/>End<br/>Examination:<br/>60% (30<br/>Marks)</b> | <b>Duration<br/>for End<br/>semester<br/>examination</b> |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------|
| Viva/ assignment/ objective<br>question test /Case studies/<br>Projects (15 Marks), Overall<br>performance (5 Marks) = 20<br>Marks | As per paper pattern                                            | 1 hr 30<br>mins                                          |

**FYBMS Evaluation pattern and Question  
paper pattern for Semester End Practical  
Examination of Vocational Skill Courses and  
Skill Enhancement Courses**

| <b>Internal Continuous<br/>Assessment: 40% (20 Marks)</b>                                                                        | <b>Semester End<br/>Examination:<br/>60% (30 Marks)</b> | <b>Duration for<br/>End<br/>semester<br/>examination</b> |
|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------|
| Viva/ assignment/<br>objective question test<br>/Small experiments (15<br>Marks), Overall<br>performance (5 Marks) = 20<br>Marks | As per paper pattern                                    | 1 hr 30 mins                                             |

**Signatures of Team Members**

| <b>SR.No.</b> | <b>Name</b> | <b>Signature</b> |
|---------------|-------------|------------------|
| 1.            |             |                  |
| 2.            |             |                  |
| 3.            |             |                  |
| 4.            |             |                  |
| 5.            |             |                  |
| 6             |             |                  |
| 7             |             |                  |
| 8             |             |                  |
| 9             |             |                  |
| 10            |             |                  |
| 11            |             |                  |
| 12            |             |                  |

### Letter Grades and Grade Points:

| <b>Semester GPA/<br/>Programme CGPA<br/>Semester/ Programme</b> | <b>% of Marks</b> | <b>Alpha-<br/>Sign/ Letter<br/>Grade Result</b> | <b>Grading<br/>Point</b> |
|-----------------------------------------------------------------|-------------------|-------------------------------------------------|--------------------------|
| 9.00 - 10.00                                                    | 90.0 – 100        | O (Outstanding)                                 | 10                       |
| 8.00 - < 9.00                                                   | 80.0 - < 90.0     | A+ (Excellent)                                  | 9                        |
| 7.00 - < 8.00                                                   | 70.0 - < 80.0     | A (Very Good)                                   | 8                        |
| 6.00 - < 7.00                                                   | 60.0 - < 70.0     | B+ (Good)                                       | 7                        |
| 5.50 - < 6.00                                                   | 55.0 - < 60.0     | B (Above Average)                               | 6                        |
| 5.00 - < 5.50                                                   | 50.0 - < 55.0     | C (Average)                                     | 5                        |
| 4.00 - < 5.00                                                   | 40.0 - < 50.0     | P (Pass)                                        | 4                        |
| Below 4.00                                                      | Below 40.0        | F (Fail)                                        | 0                        |
| Ab (Absent)                                                     | -                 | Ab (Absent)                                     | 0                        |

### Justification for Bachelor Of Management Studies

|    |                                                                                                                                  |                                                                                                                                                                                                                    |
|----|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Necessity for starting the course:                                                                                               | To cater to the growing demand for skilled management professionals in the areas of business, entrepreneurship                                                                                                     |
| 2. | Whether the UGC has recommended the course:                                                                                      | <b>Yes</b>                                                                                                                                                                                                         |
| 3. | Whether all the courses have commenced from the academic year 2023-24.                                                           | The course has already commenced in the university and in the academic year 2023-24 it is restructured under NEP 2020 and new courses added too.                                                                   |
| 4. | The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?: | This course is self-financed based on the sanction given by University of Mumbai to affiliated colleges time to time.                                                                                              |
| 5. | To give details regarding the duration of the Course and is it possible to compress the course?:                                 | The duration of the program is three years (6 semesters). It is not possible to compress the course.                                                                                                               |
| 6. | The intake capacity of each course and no. of admissions given in the current academic year:                                     | 120 per division                                                                                                                                                                                                   |
| 7. | Opportunities of Employability / Employment available after undertaking these courses:                                           | Employment opportunities in diverse sectors such as Banking, Finance, Marketing, Human Resource Management, Retail, Logistics, Media, Digital Marketing, Consulting, E-commerce, Start-ups, and Business Analytics |