



**Vivekanand Education Society's
College of Arts, Science and Commerce
(Autonomous)**

Sindhi Society, Chembur, Mumbai, Maharashtra – 400 071.

*Accredited by NAAC "A Grade" in 3rd Cycle - 2017
Best College Award – Urban Area, University of Mumbai (2012-13)
Recipient of FIST Grant (DST) and STAR College Grant (DBT)*

Affiliated to the
University of Mumbai

V.E.S.
Since 1962
**Syllabus for
Program: B.M.S. (Management Studies)
(Program code: VESUMS)**

**As per Choice Based Semester and Grading System (CBSGS)
with effect from Academic Year 2022 - 2023**

Program Outcomes (PO):

A learner completing B.M.S. will be able to:

PO1: Be well versed in national as well as international trends.

PO2: Pursue higher studies in the field of management such as Business Administration, Marketing Management, Human Resource Management, Financial Management, Material Management, Media Studies etc.

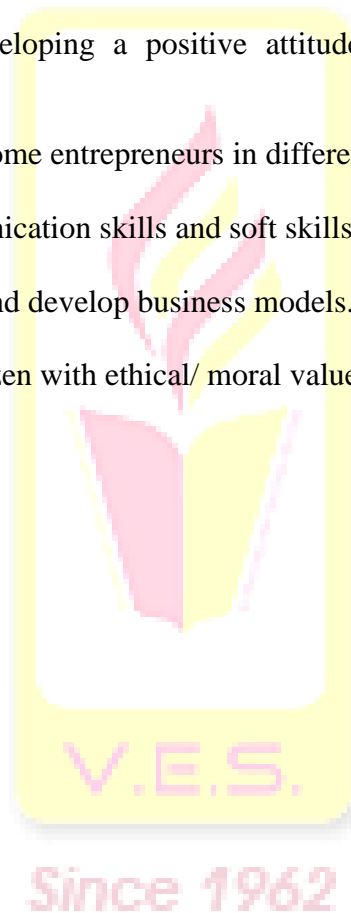
PO3: Become capable of developing a positive attitude towards lifelong learning and research.

PO4: Adequately trained to become entrepreneurs in different fields.

PO5: Acquire excellent communication skills and soft skills.

PO6: Acquire skills to initiate and develop business models.

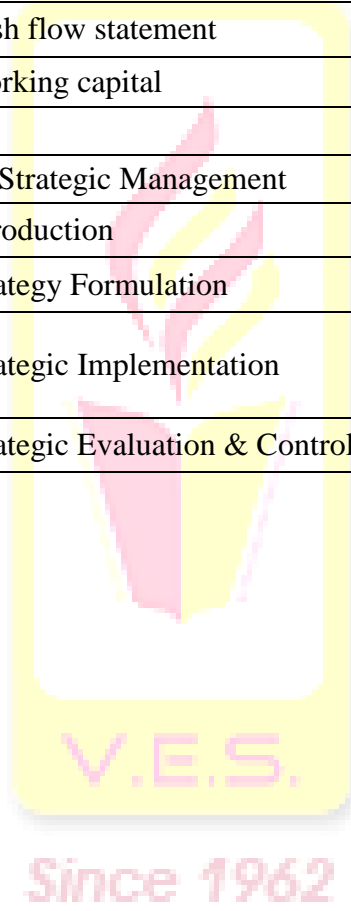
PO7: Become a responsible citizen with ethical/ moral values and good behaviour.



S.Y.B.M.S. (MANAGEMENT STUDIES)
(SEMESTER III)

Course Code	Title		Credits & Lectures per Semester	Lectures per Week
VESUMS301	Consumer Behaviour		3	4
	Unit 1	Introduction To Consumer Behaviour:	14	
	Unit 2	Individual- Determinants of Consumer Behaviour	16	
	Unit 3	Environmental Determinants of Consumer Behaviour	15	
	Unit 4	Consumer decision making models and New Trends	15	
VESUMS302	Advertising		3	4
	Unit 1	Introduction to Advertising	15	
	Unit 2	Strategy and Planning Process in Advertising	15	
	Unit 3	Creativity in Advertising	15	
	Unit 4	Budget, Evaluation, Current trends and careers in Advertising	15	
VESUMS303	Information Technology in Business Management-I		3	4
	Unit 1	Introduction to IT Support in Management	15	
	Unit 2	Office Automation using MS-Office	15	
	Unit 3	Email, Internet and its Applications	15	
	Unit 4	E-Security	15	
VESUMS304	Foundation Course III (Environmental Management)		2	3
	Unit 1	Environmental Concepts	10	
	Unit 2	Environment degradation	11	
	Unit 3	Sustainability and role of business	12	
	Unit 4	Innovations in business- an environmental Perspective	12	
VESUMS305	Business Planning & Entrepreneurial Management		3	4
	Unit 1	Foundations of Entrepreneurship	15	

		Development		
	Unit 2	Types & Classification Of Entrepreneurs	15	
	Unit 3	Entrepreneur Project Development & Business Plan	15	
	Unit 4	Venture Development	15	
Accounting for Managerial Decisions				
VESUMS306	Unit 1	Analysis and Interpretation of Financial statements	15	4
	Unit 2	Ratio analysis and Interpretation	15	
	Unit 3	Cash flow statement	15	
	Unit 4	Working capital	15	
	Strategic Management		3	
VESUMS307	Unit 1	Introduction	12	4
	Unit 2	Strategy Formulation	16	
	Unit 3	Strategic Implementation	18	
	unit 4	Strategic Evaluation & Control	14	



Course title: Consumer Behaviour

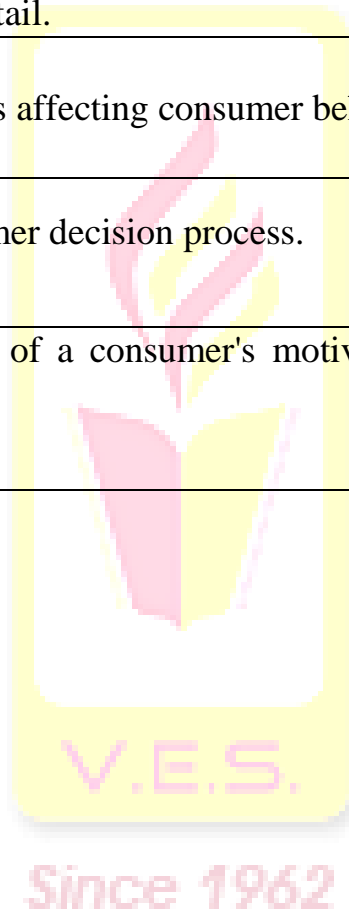
Course code: VESUMS301

Objective: To develop an understanding of underlying concepts and issues in Consumer behaviour in marketing.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To explain the concept of Consumer Behaviour & describe Consumer research process in detail.
LO2	To evaluate the factors affecting consumer behaviour in detail.
LO3	To analyze the consumer decision process.
LO4	To assess the impact of a consumer's motivation, personality on the buying behaviour.



Unit No.	Topics	No. of Lectures
1	<p>Introduction To Consumer Behaviour: Meaning of Consumer Behaviour, Features and Importance</p> <ul style="list-style-type: none"> • Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour Organizational Buying - Nature of Organizational Buying - Influences on Organizational Buying Behaviour - Organizational Buying Decision • Profiling the consumer and understanding their needs • Consumer Involvement • Application of Consumer Behaviour knowledge in Marketing • Consumer Decision Making Process and Determinants of Buyer Behaviour, factors affecting each stage, and Need recognition. 	14
2	<p>Individual- Determinants of Consumer Behaviour</p> <ul style="list-style-type: none"> • Personality – Concept, Nature of personality, Freudian, non - Freudian and it's Marketing significance, Product personality and brand personification. • Consumer Perception • Consumer Attitude • Consumer research process –Defining Research Objectives, Collecting & Evaluating Secondary Data, Primary Research Design, Collecting Primary Data, Analyzing Data & Report Preparation. NLP 	16
3	<p>Environmental Determinants of Consumer Behaviour</p> <p>Psychological (motivation, perception, learning, beliefs and attitudes) Personal (age and life-cycle stage, occupation, economic circumstances, lifestyle, personality and self-concept) Social (reference groups, family, roles and status) Cultural (culture, subculture, social class system) Economic Factors Influencing Consumer Behaviour</p>	15

4	<p>Consumer decision making models and New Trends</p> <ul style="list-style-type: none"> • Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making - Learning Model - Psychoanalytic Model - The Sociological Model • Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles • E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying, Analysis of E-Buying Portals, Use of AI and VR in E-Buying. 	15
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References:

1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar, Pearson, Latest Edition
2. Consumer Behaviour, Concepts and Applications, Loudon and Bitta, TMH, Latest Edition
3. Consumer Behaviour and Marketing Strategy, Peter, J.P. and Olson, TMH, Latest Edition
4. Consumer Behaviour - Insights from Indian Market Majumudar Ramanuj, PHI, 2nd Edition.
5. Consumer Behaviour, Blackwell and Engel, Cengage Publication, Indian Edition.



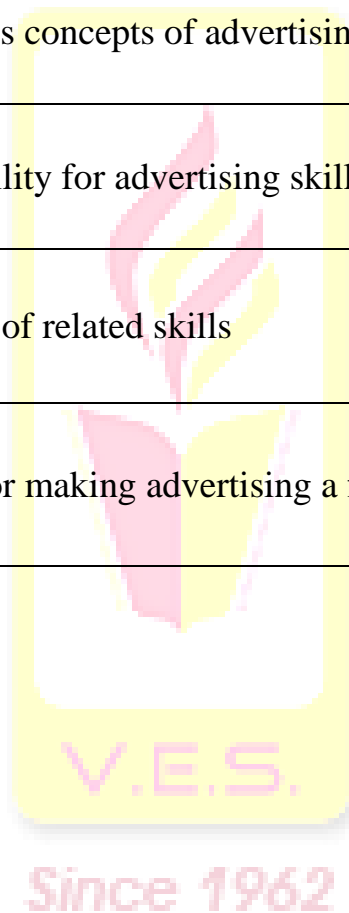
Course title: Advertising
Course code: VESUMS302

Objective: To provide students with fundamentals of advertising and its application at various aspects like market, consumers and as society.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To explain the various concepts of advertising.
LO2	To acquire the capability for advertising skills and content creation.
LO3	Understand applying of related skills
LO4	Examine the scope for making advertising a future.

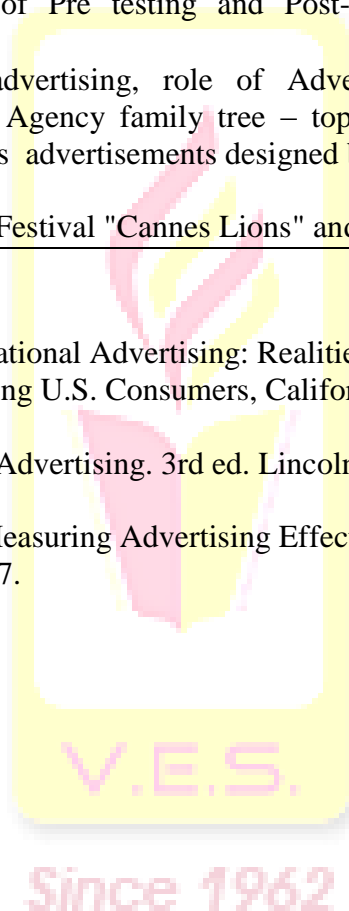


Unit No.	Topics	No. of Lectures
1	<p>Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising</p> <ul style="list-style-type: none"> • Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising , Various types of digital Ads • Theories of Advertising : AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance • Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising , Controversial Advertising, Torts in Advertising. • Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising, 	15
2	<p>Advertising Planning process & Strategy : Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning & repositioning (Examples such as Maggi can be shared), creative Strategy, message strategy, media strategy</p> <p>New Advertising Techniques- Brand Storytelling, surround the sound method, Video Marketing</p> <ul style="list-style-type: none"> • Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC • Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation. 	15
3	<p>Introduction to Creativity – definition, importance, creative process , Creative strategy development – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals - execution styles of presenting ads.</p> <ul style="list-style-type: none"> • Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc. • Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music) • Creating Digital ads- posters, direct Response Ads, Email Advertising. • Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research 	15

4	<p>Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting</p> <ul style="list-style-type: none"> • Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, • Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends <p>Metaverse Advertising, Scope and trend</p> <p>Case studies: examples of successful advertising strategies. (Coca Cola, Pepsi, Apple</p> <ul style="list-style-type: none"> • Careers in Advertising : careers in Media and supporting firms, freelancing Methods of Pre testing and Post-testing, Concept testing v/s Copy testing <p>options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them</p> <p>Advertising Research</p> <p>International Advertising Festival "Cannes Lions" and its winners</p>	15
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References:

1. John Philip Jones, International Advertising: Realities and Myths. SAGE, 1999
2. Menlo Park, Understanding U.S. Consumers, California: SRI Consulting Business Intelligence, 2003
3. Bogart, Leo. Strategy in Advertising. 3rd ed. Lincolnwood, IL: NTC Business Books, 1995.
4. Wells, William D., ed. Measuring Advertising Effectiveness. Mahwah, NJ: Lawrence Erlbaum Associates, 1997.



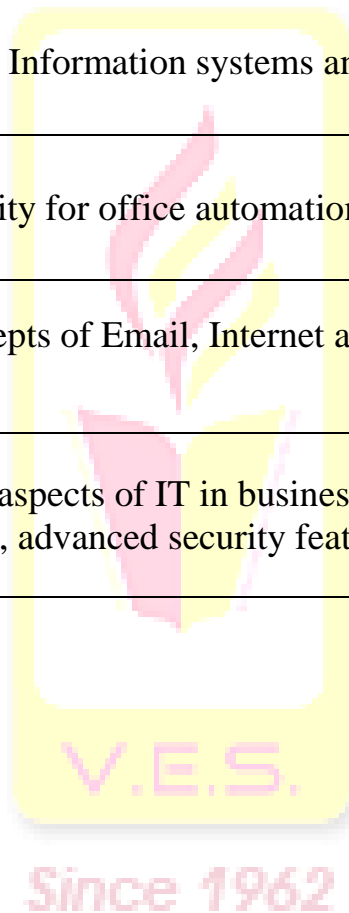
Course title: Information Technology in Business Management - I
Course code: VESUMS303

Objective: To learn basic concepts of Information Technology, its support and role in management for managers, practical hands on training for office automation and to have practical sessions of latest MS-Office software

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO 1	To explain the various Information systems and its major components
LO 2	To acquire the capability for office automation using MS-Office
LO 3	To explain basic concepts of Email, Internet and websites, domains and security therein
LO 4	To recognize security aspects of IT in business, highlighting electronic transactions, advanced security features



Unit No.	Topics	No. of Lectures
1	<p>Information Technology concepts (Data, Information and Knowledge, Database)</p> <p>Introduction to Information Systems and its major components. Types and Levels of Information systems. Computer based Information Systems (CBIS) - Types and their interrelationships/hierarchies</p> <ul style="list-style-type: none"> • Office Automation System(OAS) • Transaction Processing System(TPS) • Management Information System(MIS) • Decision Support Systems (DSS) • Executive Information System(EIS) • Knowledge based system, Expert system <p>Success and Failure of Information Technology. Recent Case Studies of success & failure of IT Upcoming technology and trends in Information Systems Major areas of IT Applications in Management Concept of Digital Economy and Digital Organization. IT Resources Open Source Software - Concept and Applications. Study of Different Operating Systems. (Windows / Linux/ DOS/MacOS/Mobile operating system)</p>	15
2	<p>Learn Word: Creating/Saving of Document, Editing and Formatting Features, Designing a title page, Preparing Index, Use of SmartArt, Cross Reference, Bookmark and Hyperlink, Mail Merge Feature.</p> <p>Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating/Saving and editing spreadsheets, Drawing charts. Using Basic Functions: text, math & trig, statistical, date & time, database, financial, logical Using Advanced Functions : Use of VLookup/HLookup Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver,</p> <p>Presentation Software Creating a presentation with minimum 20 slides with a script, Presenting in different views, Inserting Pictures, Videos, Creating animation effects on them, Slide Transitions, Timed Presentations, Rehearsal of presentation Power Bi – (installation and tool to get familiar with) Importing the Data using power query, Fixing the Column Names using power query, Transforming the Data Power Bi Chart (Report) Creating Reports</p>	15

3	<ul style="list-style-type: none"> • Introduction to Email Writing professional emails Creating digitally signed documents. • Use of Outlook : Configuring Outlook, Creating and Managing profile in outlook, Sending and Receiving Emails through outlook Emailing the merged documents. Introduction to Bulk Email software • Internet Understanding Internet Technology Concepts of Internet, Intranet, Extranet Networking Basics, Different types of networks. Concepts (Hubs, Bridges, Routers, IP addresses) Study of LAN, MAN, WAN • DNS Basics. Domain Name Registration, Hosting Basics. • Emergence of E-commerce and M-Commerce Concept of E-commerce and M-Commerce Definition of E-commerce and M-Commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance) Models based on revenue models, Electronics Funds Transfer, Electronic Data Interchange. 	15
4	<ul style="list-style-type: none"> • Threats to Computer systems and control measures. Types of threats- Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Threat Management • IT Risk Definition, Measuring IT Risk, Risk Mitigation and Management • Information Systems Security • Security on the internet Network and website security risks Website Hacking and Issues therein. Security and Email • E-Business Risk Management Issues Firewall concept and component, Benefits of Firewall • Understanding and defining Enterprise wide security framework • E-Applications • Factors influencing implementation of IT systems • Threat Hunting Software 	15

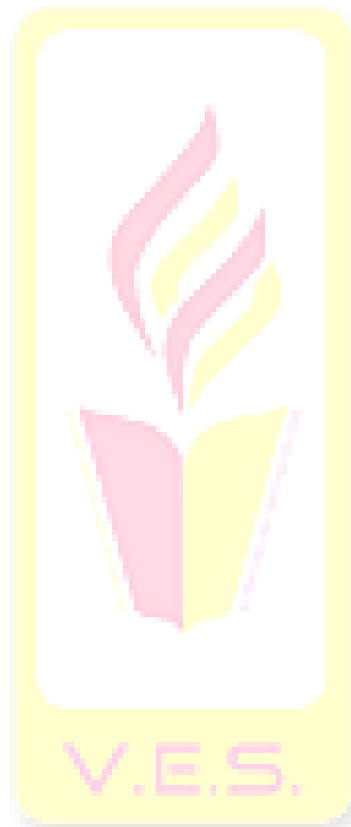
References:

1. Information Technology for Management, 6TH ED (With CD)
By Efraim Turban, Dorothy Leidner, Ephraim Mclean, James Wetherbe (Ch1, Ch2)
2. Microsoft Office Professional 2013 Step by Step
By Beth Melton, Mark Dodge, Echo Swinford, Andrew Couch
3. Tata McGraw Hill Joseph, P.T. : E-commerce An Indian Perspective (Ch-13, Ch-14)
4. Computer Viruses and Related Threats: A Management Guide (Ch-2, Ch-3) By John P. Wack, Lisa J. Carnahan

E-Book:

<https://play.google.com/books/reader?id=tsP15h9gr8MC&printsec=frontcover&output=reader&hl=en&pg=GBS.PR7.w.2.1.0>

Electronic Commerce - Technologies & Applications. Bharat, Bhaskar



V.E.S.

Since 1962

Course title: Foundation Course III (Environmental Management)

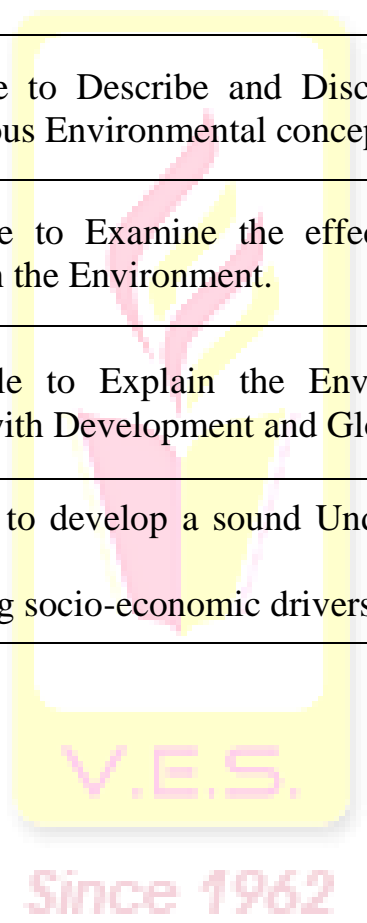
Course code: VESUMS304

Objective: To create an Environmental awareness among future managers highlighting the links between environment, economy and society and provide an insight into various environmental issues like Degradation, Disaster Management, Waste Management and Environmental Legislations towards Sustainability.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO 1	Learners will be able to Describe and Discuss the knowledge and understanding of various Environmental concepts & Eco Systems.
LO 2	Learners will be able to Examine the effect of Development and Population increase on the Environment.
LO 3	Learners will be able to Explain the Environmental Degradation Problems associated with Development and Globalization.
LO 4	Learners will be able to develop a sound Understanding of Land and Waste Management and Discuss underlying socio-economic drivers.



Unit No.	Topics	No. of Lectures
1	<p>Environment: Definition and Composition, Lithosphere, Atmosphere, Hydrosphere, Biosphere, Ecosystem & Ecology: Food Chain, Food Web, Energy Flow in Ecosystem, Ecological Pyramids, Forest, Grassland and Aquatic Ecosystem.</p> <p>Resources: Meaning, Classification (Renewable & Non-Renewable), Types & Exploitation of Natural Resources in Sustainable Manner, Population and Carrying Capacity.</p> <p>Greener Living, Principles Of Environment Management.</p>	10
2	<p>Degradation – Meaning, Causes of Degradation of Land, Forest and Agricultural Land and its Remedies</p> <p>Pollution – Types, Causes and Remedies (Land, Air, Water), PPP (Polluter Pays Principle), some current examples</p> <p>Extended Manufacturer’s Responsibility</p> <p>Global Warming: Meaning, Causes and Effects</p> <p>Disaster Management: Meaning & Disaster Management Cycle</p> <p>Waste Management: Anthropogenic Waste & Electronic Waste Management Food Waste (Reasons , How Can It Be Controlled), Food And Water Insecurity,</p> <p>Generation Of Waste Through Textiles & Fast Fashion, Overfishing.</p>	11
3	<p>Sustainability: Definition, Importance and Environment Conservation Environmental Clearance for Establishing and operating Industries in India, Steps/Initiatives taken by various Companies to save the environment.</p> <p>A, Environmental Auditing, Category A and B Types of Projects, ISO 14001. SDG goals- 17 UN Goals (projects & assignments can be given related to the topics).</p> <p>Salient Features of Water Act, Air Act and Wildlife Protection Act</p> <p>Carbon Bank & Kyoto Protocol</p>	12
4	<p>Non-Conventional Energy Sources - Wind, Biofuel, Solar, Tidal and Nuclear Energy.</p> <p>Sustainable options : Eco-Tourism- green tourism Agro tourism etc., Green Marketing, Organic Farming, Eco-Friendly Packaging</p> <p>Waste Management Projects for Profits & Business Projects for a Greener Future. Environment Impact assessment (Project based/solutions - relevant in local newspapers)</p> <p>Case Study on Ecologically Important issues.</p>	12

References:

- Bala Krishnamoorthy, Environmental Management- Text and Cases, Prentice Hall of India
- Swapan C. Deb, Environmental Management- National and Global Perspectives, Jaico
- N.K. Uberoi, Environmental Management, Excel Books, Delhi
- I.V Murali Krishna, Valli Manickam, Environmental Management, Elsevier

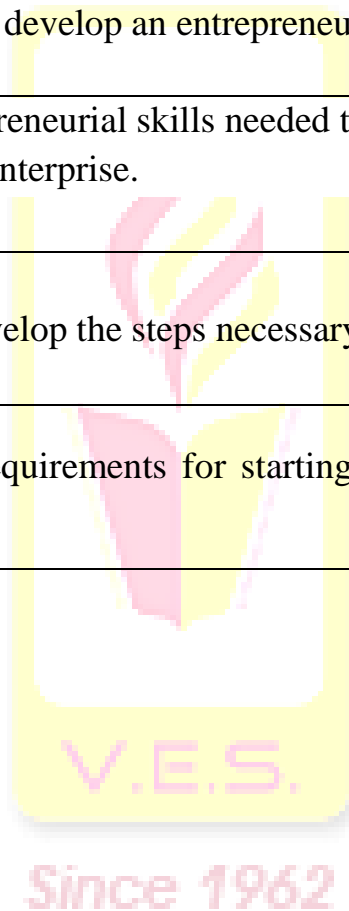
Course title: Business Planning and Entrepreneurial Management
Course code: VESUMS305

Objective: To learn basic skills such as creative thinking, networking, risk taking and develop qualities and characteristics of successful entrepreneurs.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To get motivated and develop an entrepreneurial mind-set
LO2	To acquire the entrepreneurial skills needed to establish and successfully run the enterprise.
LO3	To determine and develop the steps necessary to design a business plan
LO4	To understand the requirements for starting and operating a business venture



Unit No.	Topics	No. of Lectures
1	<p>Foundations of Entrepreneurship Development</p> <ul style="list-style-type: none"> • Definition, Meaning, Concept and Need of Entrepreneurship, Entrepreneurship Development Importance and significance of growth of entrepreneurial activities, Characteristics and qualities of entrepreneur • Theories of Entrepreneurship: <ul style="list-style-type: none"> Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen • External Influences on Entrepreneurship Development: <ul style="list-style-type: none"> Socio-Cultural, Political, Economic, Personal. Role of Entrepreneurial culture in Entrepreneurship Development. <p>Entrepreneurship as a career</p>	15
2	<p>Types & Classification Of Entrepreneurs</p> <p>Intrapreneur –Concept and Development of Intrapreneurship</p> <ul style="list-style-type: none"> • Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group, <p>Microfinance</p> <p>Social entrepreneurship–concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGOs.</p> <ul style="list-style-type: none"> • Entrepreneurial development Program (EDP) – concept, factor influencing EDP. Option available to Entrepreneurs. (Ancillarisation, BPO, Franchise, M&A) 	15
3	<p>Entrepreneur Project Development & Business Plan</p> <p>Innovation, Invention, Creativity, Business Idea,</p> <p>Idea generation– Sources-Development of product /idea, Creating Entrepreneurial Venture e-Entrepreneurship Development Cycle • Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan.</p> <p>Elements of Business Plan, Objectives, Market and Feasibility Analysis : Product/Services Feasibility Analysis, Industry and Competition analysis, environmental analysis, Marketing, Finance, Organization & Management, Ownership</p> <p>Business Plan and Start ups, Business Model (Business</p>	15

	<p>Model Canvas - 9 elements- project based)</p> <ul style="list-style-type: none"> • Critical Risk Contingencies of the proposal, Scheduling and milestones. 	
4	<p>Venture Development</p> <p>Steps involved in starting of Venture</p> <p>Seed funding, angel investors, Unicorn</p> <ul style="list-style-type: none"> • Institutional support to an Entrepreneur <ul style="list-style-type: none"> • Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects <p>Marketing: Marketing Institutions and Assistance. Crowd funding.</p> <ul style="list-style-type: none"> • New trends in entrepreneurship 	15

References:

1. Dynamics of Entrepreneurial Development Management - Vasant Desai, Himalaya Publishing House.
2. Entrepreneurial Development - S.S. Khanna
3. Entrepreneurship & Small Business Management - CL Bansal, Haranand Publication
4. Entrepreneurial Development in India - Sami Uddin, Mittal Publication
5. Entrepreneur Vs. Entrepreneurship- Human Diagno
6. Ramachandran , Entrepreneurship Development, Mc Graw Hill
7. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
8. Hougaard S. (2005) The business idea. Berlin, Springer



Course title: Accounting for Managerial Decisions

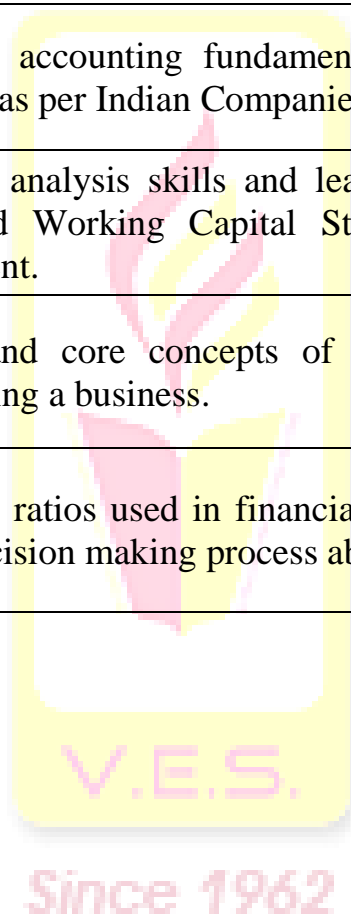
Course code: VESUMS306

Objective: To acquaint learners with basic accounting and financial fundamentals. To develop skills of financial analysis among the learners. The course covers core concepts of business finance.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand basic accounting fundamentals and prepare Vertical Financial Statements as per Indian Companies Act, 2013.
LO2	To acquire financial analysis skills and learn to prepare Cash Flow Statement, Estimated Working Capital Statement and Receivables Management Statement.
LO3	To analyze ratios and core concepts of business finance and its importance in managing a business.
LO4	To recognize various ratios used in financial statements analysis by a stakeholder in the decision making process about an entity.



Unit No.	Topics	No. of Lectures
1	Analysis and Interpretation of Financial Statements: Study of Balance Sheets of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies Vertical Form of Balance Sheet and Profit & Loss A/c-Trend Analysis, Comparative Statement & Common Size.	15
2	Ratio analysis and Interpretation – (based on vertical form of financial statements)including conventional and functional classification restricted to: A. Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio. b. Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio c. Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio, Debt Service Coverage Ratio, Debtors velocity, Creditors velocity, Dividend Yield Ratio, P.E. Ratio, Debtors Turnover , Creditors Turnover Ratio, Preference dividend cover, Equity Dividend Cover, Interest Coverage Ratio. Different modes of expressing ratios:- Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.	15
3	Cash flow statement: Preparation of cash flow statement(AccountingStandard-3 (revised) Definition, Importance and Environment Conservation Environmental Clearance for Establishing and operating Industries in India	15
4	Working capital: a. Working capital- Concept, Estimation of requirements in case of Trading & Manufacturing Organizations. b. Receivables management- Meaning & Importance, Credit Policy Variables, methods of Credit Evaluation(Traditional and Numerical-Credit Scoring); Monitoring the Debtors Techniques [DSO, Ageing Schedule]	15

References:

- Accounting for Managerial Decisions- DR K.L. Gupta, Sahitya Bhawan Publications
- Accounting for Managerial Decision Making -Dr. Nisha Rana, V. Kumar, Ilya Bystrov- Global Vision Publishing House
- Managerial Accounting for Business Decisions- Ray Proctor- Pearson Publication
- Managerial Accounting- Ray Garrison, Eric Noreen, Peter Brewer- McGraw Hill

Course title: Strategic Management

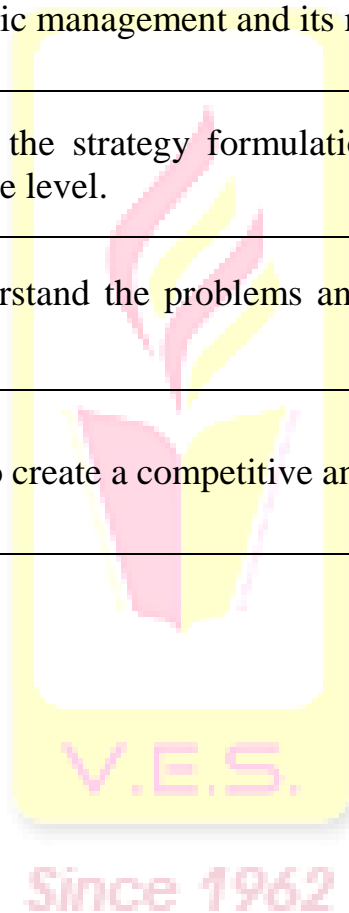
Course code: VESUMS307

Objective: To learn the basic concepts of strategic management, at every level and develop conceptual skills and their application in the corporate world.

Learning Outcomes (LO):

On successful completion of this course students will be able to:

LO1	To understand strategic management and its major components
LO2	To acquire in detail the strategy formulation and implementation at business and corporate level.
LO3	To analyse and understand the problems and challenges faced by top management
LO4	To understand how to create a competitive and corporate advantage



Unit No.	Topics	No. of Lectures
1	Introduction to Strategic Management: Business Policy-Meaning, Nature, Importance • Strategic Management-Meaning, Definition, Importance, Strategic Decision-making • Process & Levels of Strategy, Concept and importance of Strategic Business Units (SBU's) • Strategic Intent-Mission, Vision, Values, Goals, Objective, Plans	12
2	Strategy Formulation Environment Analysis and Scanning (SWOC analysis) • Corporate Level Strategy (Stability, Growth, Retrenchment, Integration), Joint Ventures & Strategic Alliances and Internationalization) • Business Level Strategy(Cost Leadership, Differentiation, Focus) • Functional Level Strategy(R&D, HR, Finance, Marketing, Production)	16
3	Strategic Implementation • Strategic Analysis & Choices & Implementation: BCG Matrix, GE 9 Cell, Porter 5 Forces, 7S Framework, Ansoff Matrix, Balanced Scorecard for Holistic Performance Management, Blue/Red/Green Ocean Strategy, Demmins PDSA cycle. • Implementation: Meaning, Steps and implementation at Project, Process, Structural , Behavioural , Functional level.	18
4	Strategic Evaluation & Control Meaning, Steps of Evaluation & Techniques of Control Impact of Financial Decisions on Strategy Synergy: Concept, Types, evaluation of Synergy. Synergy as a Component of Strategy & its Relevance. Strategic Leadership, Strategies for Emerging Technologies Change Management– application	14

References:

1. Kazmi Azhar, Business Policy & Strategic Management, Tata McGraw Hill.
2. P.K. Ghosh: Business Policy, Strategy, Planning and Management
3. Christensen , Andrews Dower: Business Policy- Text and Cases
4. William F. Gkycj: Business Policy – Strategy Formation and Management Action
5. Bongee and Colonan: Concept of Corporate Strategy.
6. Strategic Management, Fred R. David, Pearson Education
7. Strategic Management and Business Policy, Thomas L Wheelen, J. David Hunger a and Krish Rangarajan, Pearson Education
8. Strategic Management: An Integrated approach, Hill W.L. Charles & Jones R. Gareth
9. Strategic Management -The Indian Context, R.Srinivasan, Prentice Hall of India, 2012
10. Concepts and Cases Strategic Management – A dynamic perspective – Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan

Modality of Assessment

The performance of the learners will be evaluated in two Components. One component will be the Internal Assessment component carrying 25% marks and the second component will be the Semester-wise End Examination component carrying 75% marks.

Students will have to score 40% of marks in Internal assessment as well as End Semester examination to pass the course.

Internal Assessment: It is defined as the assessment of the learners on the basis of internal evaluation as envisaged in the Credit & Choice based system by way of participation of learners in various academic and correlated activities in the given semester of the programme.

Semester End Assessment : It is defined as the assessment of the learners on the basis of Performance in the semester end Theory/ Practical examination.

The allocation of marks for the Internal Assessment and Semester End Examinations will be as shown below:-

A) Internal Assessment: 25 %

Question Paper Pattern

(Internal Assessment- Courses with and without Practical Courses)

Sr. No.	Particular	Marks
1	One class test (10 Marks)	
	Answer in One or Two Lines (Concept based Questions) • VESUBMS 304 – Foundation Course III – Projects	10 Marks
2	Attendance and class participation	05 Marks
2	Active participation in routine class instructional deliveries and overall conduct as a responsible learner, mannerism and articulation and exhibit of leadership qualities in organizing related academic activities / Presentations / Case Studies / Field Trip / Events / Research Projects/Journals & assignments completion (practical courses)	10 Marks

B) External Assessment: 75 %

Question Paper Pattern

(External Assessment- Courses with and without Practical Courses)

Maximum Marks: 75 Questions to be set: 05 Duration: 2 ½ Hrs.

All Questions are Compulsory carrying 15 Marks each.

Question No	Particular	Marks
Q-1 (Unit 1)	Match the Column/ Fill in the Blanks/ Multiple Choice Questions OR Answer in One or Two Lines (Concept based Questions)	15 Marks
Q-2 (Unit-2)	Full Length Practical / Theoretical Question OR Full Length Practical / Theoretical Question	15 Marks 15 Marks
Q-3 (Unit -3)	Full Length Practical / Theoretical Question OR Full Length Practical / Theoretical Question	15 Marks 15 Marks
Q-4 (Unit-4)	Full Length Practical / Theoretical Question OR Full Length Practical / Theoretical Question	15 Marks 15 Marks
Q-5	A) Practical / Theoretical questions B) Practical / Theoretical questions OR Short Notes To be asked 05 To be answered 03 OR Case Study	08 Marks 07 Marks 15 Marks 15 Marks

Note:

In both Practical question and Theoretical question of 15 marks it may be divided into two sub questions of 7/8 and 10/5 Marks. If the topic demands, instead of practical questions, appropriate theory questions may be asked.

Overall Examination and Marks Distribution Pattern

SEMESTER III

Course	Theory
VESUMS301	100
VESUMS302	100
VESUMS303	100
VESUMS304	100
VESUMS305	100
VESUMS306	100
VESUMS307	100
Grand Total	700

