



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

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

*Accredited by NAAC "A Grade" in 3<sup>rd</sup> 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**

*Syllabus for*  
**Program: B.M.S. (Management Studies)**  
**(Program code: VESUCBMS)**

**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.

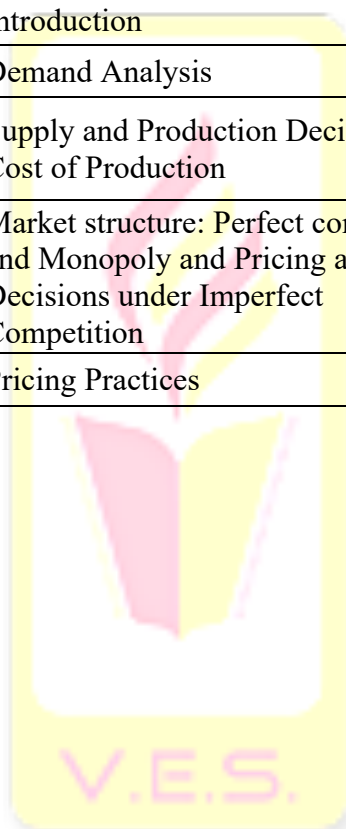
PO7: Become a responsible citizen with ethical/ moral values and good behaviour.



**F.Y.B.M.S. (MANAGEMENT STUDIES)**  
**(SEMESTER I)**

Course Code	Title		Credits & Lectures per Semester	Lectures per Week
VESUCBMS101	Introduction to Financial Accounts		3	4
	Unit 1	Introduction	15	
	Unit 2	Accounting Transactions	15	
	Unit 3	Depreciation Accounting & Trial Balance	15	
	Unit 4	Final Accounts	15	
VESUCBMS102	Business Law		3	4
	Unit 1	Contract Act, 1872 & Sale of Goods Act, 1930	15	
	Unit 2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986	15	
	Unit 3	Company Law	15	
	Unit 4	Intellectual Property Rights(IPR)	15	
VESUCBMS103	Business Statistics		3	4
	Unit 1	Introduction to Statistics	15	
	Unit 2	Measures of Dispersion, Correlation and Linear Regression	15	
	Unit 3	Time Series and Index Number	15	
	Unit 4	Probability and Decision Theory	15	
VESUCBMS104	Business Communication- I		3	4
	Unit 1	Theory of Communication	15	
	Unit 2	Obstacles to Communication in Business World	15	
	Unit 3	Business Correspondence	15	
	Unit 4	Language and Writing Skills	15	
VESUCBMS105	Foundation Course -I		2	3
	Unit 1	Overview of Indian Society	5	
	Unit 2	Concept of Disparity- 1	10	
	Unit 3	Concept of Disparity-2	10	
	Unit 4	The Indian Constitution	10	
	unit 5	Significant Aspects of Political Processes	10	

	Foundation of Human Skills		3	
VESUCBMS106	Unit 1	Understanding of Human Nature	15	4
	Unit 2	Introduction to Group Behaviour	15	
	Unit 3	Organizational Culture and Motivation at workplace	15	
	Unit 4	Organisational Change, Creativity and Development and Work Stress	15	
	Business Economics - I		3	
VESUCBMS107	Unit 1	Introduction	10	4
	Unit 2	Demand Analysis	10	
	Unit 3	Supply and Production Decisions and Cost of Production	15	
	Unit 4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	15	
	unit 5	Pricing Practices	10	



V.E.S.  
Since 1962

**Course title: Introduction to Financial Accounts**

**Course code: VESUCBMS101**

**Objective:** To equip students with knowledge and skills of basic accounting concepts and principles.

**Learning Outcomes (LO):**

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

- LO1 To familiarize the students with the basic concepts, principles and techniques of preparing and presenting the accounts for users of accounting information
- LO2 To understand new developments in Accounting Standards
- LO3 To enable the students to understand the information contained in the published financial statements and other organisations.
- LO4 To create awareness about accounting in computerized environment

<b>Unit No.</b>	<b>Topics</b>	<b>No. of Lectures</b>
1	Introduction ● Meaning and Scope of Accounting: Need and development, definition: Book- Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting ● Accounting principles: Introductions to Concepts and conventions. ● Introduction to Accounting Standards: Meaning and Scope ▪ AS 1 : Disclosure to Accounting Policies ▪ AS 9: Revenue Recognition. ▪ AS 10: Property, Plant and Equipment (Including Depreciation). ● International Financial Reporting Standards (IFRS): Introduction to IFRS, IFRS vs IAS IAS-1:Presentation of Financial Statements (Introductory Knowledge) IAS-2:Inventories (Introductory Knowledge) ● Accounting in Computerized Environment: Introduction, Features and application in various areas of Accounting	15

2	<p>Accounting Transactions</p> <ul style="list-style-type: none"> <li>Accounting transactions: Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal &amp; ledger: Rules regarding posting: Trial balance: Subsidiary books Cash book – Triple Column), Bank Reconciliation Statement.</li> <li>Expenditure: Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test.</li> <li>Receipts: Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.</li> <li>Profit or Loss: Revenue profit or loss, capital profit or loss</li> </ul>	15
3	<p>Depreciation Accounting &amp; Trial Balance</p> <ul style="list-style-type: none"> <li>Depreciation accounting: Practical problem based on depreciation using SLM and RBM methods. Provision for depreciation Account.</li> <li>Preparation of Trial Balance: Introduction and Preparation of Trial Balance</li> </ul>	15
4	<p>Final Accounts</p> <ul style="list-style-type: none"> <li>Introduction to Final Accounts of a Sole proprietor.</li> <li>Rectification of errors.</li> <li>Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet.</li> <li>Preparation and presentation of Final Accounts in horizontal format</li> <li>Introduction to Schedule 6 of Companies Act ,1956</li> </ul>	15

#### References:

- Financial Accounts (a managerial emphasis): By Ashok Banerjee – Excel books
- Fundamental of Accounting and Financial Analysis : By Anil Choudhary (Pearson education)
- Indian Accounting Standards and IFRS for non-financial executives : By T.P. Ghosh– Taxman
- Financial Accounting for Business Managers: By Ashish K. Bhattacharya.
- Introduction to Accountancy by T.S. Grewal, S. Chand and Company (P) Ltd., New Delhi
- Advance Accounts by Shukla and Grewal, S. Chand and Company (P) Ltd., New Delhi
- Advanced Accountancy by R.L Gupta and M. Radhaswamy, S. Chand and Company (P) Ltd., New Delhi
- Modern Accountancy by Mukherjee and Hanif, Tata Mc. Grow Hill and Co. Ltd., Mumbai
- Financial Accounting by Lesile Chandwick, Pentice Hall of India AdinBakley (P) Ltd., New Delhi
- Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai

**Course title: Business Law**  
**Course code: VESUCBMS102**

**Objective:** To explain the legal framework within which business activities shall be carried out.

**Learning Outcomes (LO):**

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

- LO1 To get an Overall Working Knowledge of Indian Judicial System
- LO2 To understand the functioning of courts and their jurisdiction
- LO3 To understand the importance of various acts that are important aspects to conduct business in India.
- LO4 To understand appropriate and professional ethical behavior.

Unit No.	Topics	No. of Lectures
1	Contract Act, 1872 & Sale of Goods Act, 1930 • Contract Act,1872: Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/ consideration, Breach of contract. Remedies for breach of Contract. • Sale of Goods Act,1930: Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.	15
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986 • Negotiable Instrument Act,1981: Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque. • Consumer Protection Act, 1986: Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” Consumer disputes and Complaints.	15
3	Company Law • Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.	15

4	<p>Intellectual Property Rights(IPR)</p> <ul style="list-style-type: none"> <li>▪ IPR definition/ objectives</li> <li>▪ Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications</li> <li>▪ Trademarks, definition, types of trademarks, infringement and passing off.</li> <li>▪ Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions.</li> <li>▪ Geographical indications (only short notes)</li> <li>▪ Geographical Indications</li> </ul>	15
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**References:**

- Elements of mercantile Law – N.D.Kapoor
- Business Law – P.C. Tulsian
- Business Law – SS Gulshan
- Company Law – Dr.Avtar Singh
- Indian contract Act – Dr.Avtar Singh
- Law of Intellectual Property-V.K-Taraporevala





**Course title: Business Statistics**

**Course code: VESUCBMS103**

**Objective:** To provide an understanding for the student on basic statistical concepts, tools & formula and understand importance of statistics in real life situations and application in relation to business.

**Learning Outcomes (LO):**

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

- LO1 To provide an understanding for the student on basic statistical concepts, tools & formulas.
- LO2 To understand the importance of statistics in real life situations.
- LO3 To understand application in relation to business.
- LO4 To explain the applications of statistics through MS Excel for better interpretations of the results.

Unit No.	Topics	No. of Lectures
1	<p>Introduction to Statistics</p> <ul style="list-style-type: none"><li>● Introduction: Functions/Scope, Importance, Limitations</li><li>● Data: Relevance of Data(Current Scenario), Type of data(Primary &amp; Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources)</li><li>● Presentation Of Data:Classification – Frequency Distribution (Cumulative Frequency Distribution, Relative Frequency, Bivariate Frequency Distribution) – Discrete &amp; Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives)</li><li>● Measures Of Central Tendency:Mean(A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), (Application through Excel), Relationship Between Mean, Median &amp; Mode by karl pearsons.</li></ul>	15
2	<p>Measures of Dispersion, Co-Relation and Linear Regression</p> <ul style="list-style-type: none"><li>● Measures Of Dispersion: Range with C.R(Co-Efficient Of Range), Quartiles &amp; Quartile deviation with CQ (Coefficient Of Quartile), Mean Deviation from mean with CMD (Coefficient Of Mean Deviation), Standard deviation with CV(Co-Efficient Of Variance) (Basic Sums), Skewness &amp; Kurtosis (Only concept)</li><li>● Co-Relation: Karl Pearson, Rank Co-Relation (Basic Sums)</li><li>● Linear Regression: Least Square Method</li></ul>	15

3	<p>Time Series and Index Number</p> <ul style="list-style-type: none"> <li>● Time Series: Least Square Method, Moving Average Method, Determination of Season</li> <li>● Index Number: Simple(unweighted) Aggregate Method, Weighted Aggregate Method, Simple Average of Price Relatives, Weighted Average of Price Relatives, Chain Base Index Numbers, Base Shifting, Splicing and Deflating, Cost of Living Index Number</li> </ul>	15
4	<p>Probability and Decision Theory</p> <ul style="list-style-type: none"> <li>● Probability: Concept of Sample space, Concept of Event, Definition of Probability, Addition &amp; Multiplication laws of Probability, Conditional Probability, Bayes' Theorem(Concept only)</li> <li>● Decision Theory: Acts, State of Nature Events, Pay offs, Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty,</li> <li>● Non-Probability: Maximax, Maximin, Minimax, Regret, Laplace &amp; Hurwicz)</li> <li>● Probabilistics (Decision Making under risk): EMV, EOL, EVPI</li> <li>● Decision Tree</li> </ul>	15

**References:**

- Statistics of Management, Richard Levin & David S. Rubin, Printice Hall of India , New Delhi.
- Statistics for Business & Economics, David R Anderson, Dennis J Sweney, Thopmson Publication.
- Fundamental of Statistics, S C Gupta, Himalya Publication House.
- Business Statistics , Bharadwaj , Excel Books, Delhi
- Business Mathematics, S.K Singh & J.K Singh, Brijwasi Book Distributor & Publisher.



**Course title: Business Communication - I**

**Course code: VESUCBMS104**

**Objective:** To develop the skill of effective communication in a professional set up.

**Learning Outcomes (LO):**

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

- LO1 Apply appropriate communication skills across settings, purposes, and audiences.
- LO2 Demonstrate knowledge of communication theory and application
- LO3 Practice critical thinking to develop innovative and well-founded perspectives
- LO4 Demonstrate appropriate and professional ethical behavior.

<b>Unit No.</b>	<b>Topics</b>	<b>No. of Lectures</b>
1	Theory of Communication Concept of Communication: Meaning, Definition, Process, Need, Feedback Emergence of Communication as a key concept in the Corporate and Global world Impact of technological advancements on Communication Channels and Objectives of Communication: Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine Objectives of Communication: Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees Methods and Modes of Communication: Methods: Verbal and Nonverbal, Characteristics of Verbal Communication Characteristics of Non-verbal Communication, Business Etiquette Modes: Telephone and SMS Communication Computers and E-communication Video and Satellite Conferencing	15

2	<p>Obstacles to Communication in Business World  Problems in Communication /Barriers to Communication:  Physical/ Semantic/Language / Socio-Cultural / Psychological /  Barriers, Ways to Overcome these Barriers  Listening: Importance of Listening Skills, Cultivating good Listening  Skills – 4  Introduction to Business Ethics:  Concept and Interpretation, Importance of Business Ethics, Personal  Integrity at the workplace, Business Ethics and media, Computer Ethics,  Corporate Social Responsibility  Teachers can adopt a case study approach and address issues such as the  following so as to orient and sensitize the student community to actual  business practices:  Surrogate Advertising, Patents and Intellectual Property Rights,  Dumping of Medical/E-waste,  Human Rights Violations and Discrimination on the basis of gender,  race, caste, religion, appearance and sexual orientation at the workplace  Piracy, Insurance, Child Labour  Case study approach to highlighting the importance of ethics in business  communication with internal and external stakeholders</p>	15
3	<p>Business Correspondence  Theory of Business Letter Writing:  Parts, Structure, Layouts—Full Block, Modified Block, Semi - Block  Principles of Effective Letter Writing, Principles of effective Email  Writing,  Personnel Correspondence:  Statement of Purpose, Job Application Letter and Resume, Letter of  Acceptance of Job Offer, Letter of Resignation  [Letter of Appointment, Promotion and Termination, Letter of  Recommendation</p>	15
4	<p>Language and Writing Skills  Commercial Terms used in Business Communication Paragraph  Writing:  Developing an idea, using appropriate linking devices, etc  Cohesion and Coherence, self-editing, etc [Interpretation of technical  data, Composition on a given situation, a short informal report etc.]  Activities  ▪ Listening Comprehension  ▪ Remedial Teaching  ▪ Speaking Skills: Presenting a News Item, Dialogue and Speeches  ▪ Paragraph Writing: Preparation of the first draft, Revision and Self –  Editing, Rules of spelling.  ▪ Reading Comprehension: Analysis of texts from the fields of  Commerce and  Management</p>	15

## References:

- Agarwal, AnjuD(1989) A Practical Handbook for Consumers, IBH.
- Alien, R.K.(1970) Organisational Management through Communication.
- Ashley,A(1992) A Handbook Of Commercial Correspondence, Oxford University Press.
- Aswalthapa, K (1991)Organisational Behaviour, Himalayan Publication, Mumbai.
- Atreya N and Guha (1994) Effective Credit Management, MMC School of Management, Mumbai.
- Bahl,J.C. and Nagamia,S.M. (1974) Modern Business Correspondence and Minute Writing.
- Balan,K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi.
- Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group USA.
- Banerjee, Bani P (2005) Foundation of Ethics in Mangement Excel Books 10.Businessworld Special Collector's Issue: Ethics and the Manager
- Barkar, Alan(1993) Making Meetings Work, Sterling Publications Pvt. Ltd., New Delhi.
- Basu,C.R.(1998) Business Organisation and Management, T.M.H.New Delhi.
- Benjamin, James (1993) Business and Professional Communication Concepts and Practices, Harper Collins College Publishers, New York.
- Bhargava and Bhargava(1971) Company Notices, Meetings and Regulations
- Black, Sam (1972) Practical Public Relations, E.L.B.S. London.
- BoveeCourtland,L and Thrill, John V(1989) Business Communication, Today McGraw Hill, New York, Taxman Publication.
- Burton, G and Thakur, (1995) Management Today- Principles and Practices. T.M.H.,New Delhi.
- Darrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, TheDartwell Co., Chicago.
- Dayal, Ishwar(1981) Managing Large Organizations: A Comparative Study.
- Drucher,P.F.(1970) Technology, Management and Society, Pan Books London.
- Drucher,P.F.(1974)Management Responsibilities Practices, Heinemann, London.
- Eyre, E.C. (1985) Effective Communication Made Simple, Rupa and Co.Calcutta.
- Ecouse Barry, (1999), Competitive Communication: A Rhetoric for Modern Business, OUP.
- Fisher Dalmar, (1999), Communication in Organisation, Jaico Pub House, Mumbai, Delhi.
- Frailley, L.E. (1982) Handbook of Business Letters, Revised Edn. Prentice Hall Inc.
- French, Astrid (1993) Interpersonal Skills. Sterling Publishers, New delhi.
- Fritzsche, David J (2005) Business Ethics: A Global and Managerial Perspective McGraw Hill
- Garlside, L.E. (1980) Modern Business Correspondence, McDonald and Evans Ltd. Plymouth.

**Course title: Foundation Course - I****Course code: VESUCBMS105**

**Objective:** To develop in students a preliminary understanding of significant changes and factors that have influenced the cultural, economic, environmental and political fabric of Indian society.

**Learning Outcomes (LO):**

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

- LO1 Learn and understand topics of social importance.
- LO2 Make the students more sensitive towards society and its problems.
- LO3 Understand the issues and composition of our country
- LO4 Understand and appreciate the importance of our political system

Unit No.	Topics	No. of Lectures
1	Overview of Indian Society Understand the multi-cultural diversity of Indian society through its demographic composition: population distribution according to religion, caste, and gender; Appreciate the concept of linguistic diversity in relation to the Indian situation; Understand regional variations according to rural, urban and tribal characteristics; Understanding the concept of diversity as difference	5
2	Concept of Disparity- 1 Understand the concept of disparity as arising out of stratification and inequality; Explore the disparities arising out of gender with special reference to violence against women, female foeticide (declining sex ratio), and portrayal of women in media; Appreciate the inequalities faced by people with disabilities and understand the issues of people with physical and mental disabilities	10
3	Concept of Disparity-2 Examine inequalities manifested due to the caste system and inter-group conflicts arising thereof; Understand inter-group conflicts arising out of communalism; Examine the causes and effects of conflicts arising out of regionalism and linguistic differences	10
4	The Indian Constitution Philosophy of the Constitution as set out in the Preamble; The structure of the Constitution-the Preamble, Main Body and Schedules; Fundamental Duties of the Indian Citizen; tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society; Basic features of the Constitution	10

5	Significant Aspects of Political Processes The party system in Indian politics; Local self-government in urban and rural areas; the 73rd and 74th Amendments and their implications for inclusive politics; Role and significance of women in politics	10
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**References:**

- Social and Economic Problems in India, Naseem Azad, R Gupta Pub ( 2011)
- Indian Society and Culture, Vinita Padey, Rawat Pub (2016)
- Social Problems in India, Ram Ahuja, Rawat Pub (2014)
- Faces of Feminine in Ancient , medieval and Modern India, Mandakranta Bose Oxford University Press
- National Humana rights commission- disability Manual
- Rural, Urban Migration : Trends, challenges & Strategies, S Rajagopalan, ICFAI- 2012
- Regional Inequilities in India Bhat L SSSRD- New Delhi
- Urbanisation in India: Challenges, Opportunities & the way forward, I J Ahluwalia, Ravi Kanbur, P K Mohanty, SAGE Pub ( 2014)
- The Constitution of India, P M Bakshi 2011
- The Problems of Linguistic States in India, Krishna Kodesia Sterling Pub
- Politics in India: structure, Process and Policy SubrataMitra, Routledge Pub
- Politics in India, Rajani Kothari, Orient Blackswan
- Problems of Communalism in india, Ravindra Kumar Mittal Pub
- Combating communalism in India: Key to National Integration, KawalKishor Bhardwaj, Mittal Pub





**Course title: Foundation of Human Skills**

**Course code: VESUCBMS106**

**Objective:** To understand the organizational change with respect to organizational development and work stress.

**Learning Outcomes (LO):**

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

- LO1 To understand inter and intra difference among individuals
- LO2 Understanding of Human Nature
- LO3 Introduction to Group Behaviour
- LO4 Organizational Culture and Motivation at workplace
- LO5 To understand the organizational change with respect to organizational development and work stress

<b>Unit No.</b>	<b>Topics</b>	<b>No. of Lectures</b>
1	Understanding of Human Nature <ul style="list-style-type: none"><li>● Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment</li><li>● Personality and attitude: Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation, self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions</li><li>● Thinking, learning and perceptions: Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type ( IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attributional).</li></ul>	15



2	<ul style="list-style-type: none"> <li>● Introduction to Group Behaviour</li> <li>▪ Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures)</li> <li>▪ Team effectiveness: nature, types of teams, ways of forming an effective team.</li> <li>▪ Setting goals.</li> <li>● Organizational processes and system.</li> <li>▪ Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games.</li> <li>▪ Organizational conflicts and resolution: Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.</li> </ul>	15
3	<p>Organizational Culture and Motivation at workplace</p> <ul style="list-style-type: none"> <li>● Organizational Culture: <ul style="list-style-type: none"> <li>▪ Characteristics of organizational culture.</li> <li>▪ Types, functions and barriers of organizational culture</li> <li>▪ Ways of creating and maintaining effective organization culture</li> </ul> </li> <li>● Motivation at workplace: Concept of motivation Theories of motivation in an organisational set up. <ul style="list-style-type: none"> <li>▪ A.Maslow Need Heirachy</li> <li>▪ F.Hertzberg Dual Factor</li> <li>▪ Mc.Gregor theory X and theory Y.</li> </ul> </li> </ul> <p>Waysofmotivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace.</p>	15
4	<p>Organisational Change, Creativity and Development and Work Stress</p> <ul style="list-style-type: none"> <li>● Organisational change and creativity: Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving.</li> <li>● Organisational Development and work stress: Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress</li> </ul>	15

**References:**

- Organisational behaviour, S.Robbins, Prentice Hall
- Organisational behaviour, John W.Newstrom and Keith Davis, Tata McGrawhill
- Organisational behaviour, Fred Luthans, McGrawhill,Newyork
- Organisational behaviour, K.Aswhappa, Himalaya Publishing House
- Essentials of management, Koontz,Harold, Tata McGrawhill

**Course title: Business Economics - I****Course code: VESUCBMS107****Objective:** To introduce students to the basic elements of commerce and economics.**Learning Outcomes (LO):**

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

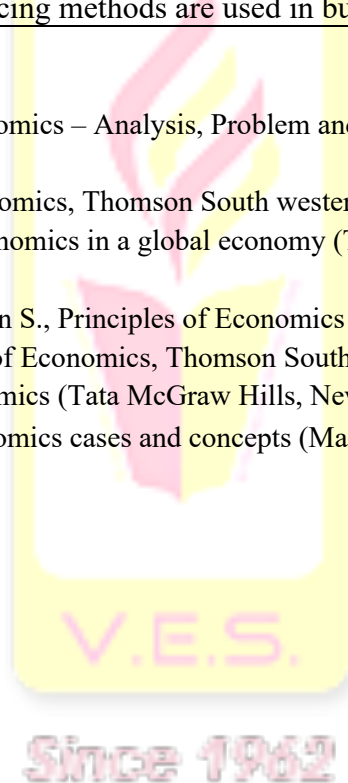
- LO1 To identify and explain economic concepts and theories related to economy and economic functioning
- LO2 To integrate theoretical knowledge with quantitative and qualitative evidence in order explain past economic events and predict the future
- LO3 To evaluate the consequences of economic activities institutions
- LO4 To evaluate the functioning of markets and the market and pricing strategies

<b>Unit No.</b>	<b>Topics</b>	<b>No. of Lectures</b>
1	Introduction Scope and Importance of Business Economics - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making, The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium	10
2	Demand Analysis Demand Function - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts Demand estimation and forecasting: Meaning and significance - methods of demand estimation : survey and statistical methods (numerical illustrations on trend analysis and simple linear regression)	10
3	Supply and Production Decisions and Cost of Production Production function: short run analysis with Law of Variable Proportions- Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale. Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (hypothetical numerical problems to be discussed), LAC and Learning curve - Break even analysis (with business applications)	15

4	<p>Market structure: Perfect competition and Monopoly and Pricing and Output</p> <p>Decisions under Imperfect Competition</p> <p>Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly</p> <p>Monopolistic competition:Equilibrium of a firm under monopolistic competition, debate over role of advertising (topics to be taught using case studies from real life examples)</p> <p>Oligopolistic markets: key attributes of oligopoly - Collusive and non-collusive oligopoly market - Price rigidity - Cartels and price leadership models (with practical examples)</p>	15
5	<p>Pricing Practices</p> <p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing (case studies on how pricing methods are used in business world)</p>	10

**References:**

- Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000)
- Hirchey .M., Managerial Economics, Thomson South western (2003)
- Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)
- Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
- Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)
- Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)
- Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi,2004)



**F.Y.B.M.S. (MANAGEMENT STUDIES)**  
**(SEMESTER II)**

Course Code	Title		Credits & Lectures per Semester	Lectures per Week
VESUCBMS201	Principles of Marketing		3	4
	Unit 1	Introduction to Marketing	15	
	Unit 2	Marketing Environment, Research and Consumer Behaviour	15	
	Unit 3	Marketing Mix	15	
	Unit 4	Segmentation, Targeting and Positioning and Trends In Marketing	15	
VESUCBMS202	Industrial Law		3	4
	Unit 1	Laws Related to Industrial Relations and Industrial Disputes	15	
	Unit 2	Laws Related to Health, Safety and Welfare	15	
	Unit 3	Social Legislation	15	
	Unit 4	Laws Related to Compensation Management	15	
VESUCBMS203	Business Mathematics		3	4
	Unit 1	Elementary Financial Mathematics	15	
	Unit 2	Matrices and Determinants	15	
	Unit 3	Derivatives and Applications of Derivatives	15	
	Unit 4	Numerical Analysis [Interpolation]	15	
VESUCBMS204	Business Communication - II		3	4
	Unit 1	Presentation Skills	15	
	Unit 2	Group Communication	15	
	Unit 3	Business Correspondence	15	
	Unit 4	Language and Writing Skills	15	

VESUCBMS205	Foundation Course - II		2	3
	Unit 1	Globalisation and Indian Society	7	
	Unit 2	Human Rights	10	
	Unit 3	Ecology	10	
	Unit 4	Understanding Stress and Conflict	10	
	unit 5	Managing Stress and Conflict in Contemporary Society	8	
<b>Business Environment</b>				
VESUCBMS206	Business Environment		3	4
	Unit 1	Introduction to Business Environment	15	
	Unit 2	Political and Legal environment	15	
	Unit 3	Social and Cultural Environment, Technological environment and Competitive Environment	15	
	Unit 4	International Environment	15	
<b>Principles of Management</b>				
VESUCBMS207	Principles of Management		3	4
	Unit 1	Nature of Management	15	
	Unit 2	Planning and Decision Making	15	
	Unit 3	Organising	15	
	Unit 4	Directing, Leadership, Co-ordination and Controlling	15	


  
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**Course title: Principles of Marketing****Course code: VESUCBMS201**

**Objective:** This course provides an introduction to basic marketing concepts and develop a comprehensive understanding of the subject.

**Learning Outcomes (LO):**

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

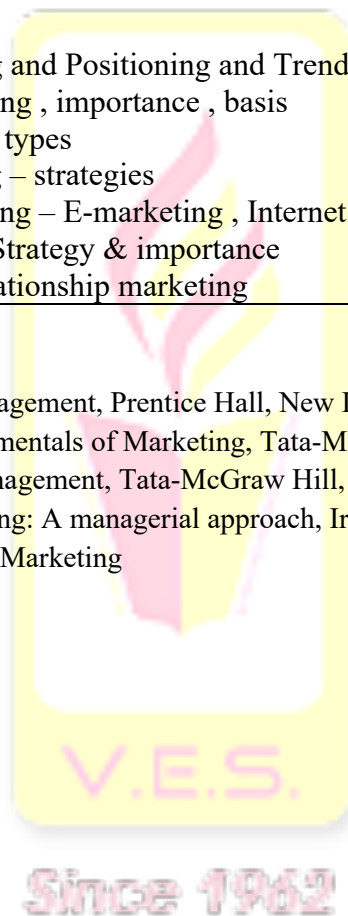
- LO1 This course provides an introduction to basics marketing concepts.
- LO2 Students will develop a comprehensive understanding of the subject and will be able to apply course concepts to real or imaginary products.
- LO3 They will also appraise the opportunities and threats of conducting business in a world with fewer barriers

<b>Unit No.</b>	<b>Topics</b>	<b>No. of Lectures</b>
1	<p>Introduction to Marketing</p> <ul style="list-style-type: none"><li>● Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling.</li></ul> <p>Marketing as an activity and function</p> <ul style="list-style-type: none"><li>● Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges.</li><li>● Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing.</li></ul>	15
2	<p>Marketing Environment, Research and Consumer Behaviour</p> <ul style="list-style-type: none"><li>● The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.</li><li>● Macro environment: Political Factors; Economic Factors; Socio Cultural Factors, Technological Factors (PEST Analysis)</li><li>● Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research</li><li>● MIS: Meaning, features and Importance</li><li>● Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour</li></ul>	15

3	<p>Marketing Mix</p> <ul style="list-style-type: none"> <li>● Marketing mix: Meaning –elements of Marketing Mix.</li> <li>● Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product.</li> <li>● Branding –Packing and packaging – role and importance</li> <li>● Pricing – objectives- factors influencing pricing policy and Pricing strategy.</li> <li>● Physical distribution – meaning – factor affecting channel selection-types of marketing channels</li> <li>● Promotion – meaning and significance of promotion. Promotion</li> <li>● tools (brief)</li> </ul>	15
4	<p>Segmentation, Targeting and Positioning and Trends In Marketing</p> <ul style="list-style-type: none"> <li>● Segmentation – meaning , importance , basis</li> <li>● Targeting – meaning , types</li> <li>● Positioning – meaning – strategies</li> <li>● New trends in marketing – E-marketing , Internet marketing and Social Media Marketing &amp; its Strategy &amp; importance</li> <li>● Social marketing/ Relationship marketing</li> </ul>	15

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- Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
- Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
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- McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
- Pillai R S, Bagavathi, Modern Marketing



**Course title: Industrial Law**  
**Course code: VESUCBMS202**

**Objective:** To equip the students with the knowledge of laws governing organisations and employees.

**Learning Outcomes (LO):**

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

- LO1 Establishment of factories & business establishment & various labour norms.
- LO2 Importance of statutory provisions – Provident Fund, Bonus, Minimum Wages
- LO3 Importance of Providing conducive working conditions. Industrial peace & environment.
- LO4 Importance of providing statutory compensation in case of workers injuries in course of employment

Unit No.	Topics	No. of Lectures
1	Laws Related to Industrial Relations and Industrial Disputes <ul style="list-style-type: none"> <li>● Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure</li> <li>● The Trade Union Act, 1926</li> </ul>	15
2	Laws Related to Health, Safety and Welfare <ul style="list-style-type: none"> <li>● The Factory Act 1948: (Provisions related to Health, Safety and Welfare)</li> <li>● The Workmen's Compensation Act, 1923 Provisions: <ul style="list-style-type: none"> <li>▪ Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence</li> <li>▪ Definitions</li> <li>▪ Employers liability for compensation (S-3 to 13)</li> <li>▪ Rules as to Compensation (Sec 4 to Sec 9) (14 A &amp; 17)</li> </ul> </li> </ul>	15
3	Social Legislation <ul style="list-style-type: none"> <li>● Employee State Insurance Act 1948: Definition and Employees Provident Fund</li> <li>● Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues</li> </ul>	15
4	Laws Related To Compensation Management <ul style="list-style-type: none"> <li>● The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions</li> <li>● Payment of Bonus Act, 1965</li> <li>● The Payment Of Gratuity Act, 1972</li> </ul>	15



**References:**

- Industrial and Labour Laws, Dr. Sanjeev Kumar, Bharat Law HP Ltd
- Labour and Industrial Laws, S.N Misra, Central Law Publication
- Labour and Industrial Laws, P.K.Padhi, Eastern Economy Edition
- Commercial and Industrial Law, S.K. Dasgupta, Sterling Publishers Pvt. Ltd
- Industrial Law, Mr. N.D. Kapoor, Sultan Chand
- Employee's Provident Fund, Chopra D.S, Labour Law Agency
- Industrial Law, Mr. P.L. Mallick, Sultan Chand
- Essence of Personnel Management and Industrial Relations, Cowling, Prentice – Hall



**Course title: Business Mathematics**

**Course code: VESUCBMS203**

**Objective:** To understand importance of business mathematics in management and evaluate various options in reaching financial decisions, whether personal or business related.

**Learning Outcomes (LO):**

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

- LO1 To understand concept of Matrices and determinants.
- LO2 To study the Probability & Decision Theory
- LO3 To understand the correlation & Linear regression analysis
- LO4 To study the concept of Derivatives and application.

Unit No.	Topics	No. of Lectures
1	Elementary Financial Mathematics <ul style="list-style-type: none"><li>● Simple and Compound Interest: Interest compounded once a year, more than once a year, continuous, nominal and effective rate of interest, Annuity-Present and future value-sinking funds</li><li>● Depreciation of Assets: Equated Monthly Installments (EMI)- using flat interest rate and reducing balance method.</li><li>● Ratios and Proportions ,</li><li>● Set Theory and simple application of Venn Diagram</li><li>● Permutation and Combination: (Simple problems to be solved with the calculator only)</li></ul>	15
2	Matrices and Determinants <ul style="list-style-type: none"><li>● Matrices: Some important definitions and some important results. Matrix operation (Addition, scalar multiplication , matrix multiplication, transpose of a matrix)</li><li>● Determinants of a matrix of order two or three: properties and results of Determinants</li><li>● Solving a system of linear equations using Cramer's rule</li><li>● Inverse of a Matrix (up to order three) using ad-joint of a matrix and matrix inversion method</li><li>● Case study: Input Output Analysis</li></ul>	15
3	Derivatives and Applications of Derivatives <ul style="list-style-type: none"><li>● Introduction and Concept: Derivatives of constant function, logarithmic functions, polynomial and exponential function</li><li>● Rules of derivatives: addition, multiplication, quotient, Second order derivatives</li></ul>	15

4	Numerical Analysis [Interpolation] <ul style="list-style-type: none"> <li>● Introduction and concept: Finite differences – forward difference operator – Newton’s forward difference formula with simple examples</li> <li>● Backward Difference Operator. Newton’s backward interpolation formula with simple examples</li> </ul>	15
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- Mathematics for Economics and Finance, Martin Anthony, Norman Biggs, Cambridge lowprice editions, 2000.
- Business Mathematics, D.C. Sancheti, V.K. Kapoor, Sultan Chand & Sons Publications, 2006.
- Business Mathematics, J.K. Singh, 2009, Himalaya Publishing House.
- Mathematics for Business and Economics, J.D. Gupta, P.K. Gupta, Man Mohan, Tata McGrawHill Publishing Company Ltd.
- Mathematics of Finance 2nd Edition Schaum’s Outline Series Peter Zima, Robert Browns Tata McGrawHill Publishing Company Ltd
- Business Mathematics by Dr. Amarnath Dikshit & Dr. Jinendra Kumar Jain.
- Business Mathematics by Bari - New Literature publishing company, Mumbai
- Mathematics for Economics and Business, RS Bhardwaj, 2010, Excel Books
- Business Mathematics, Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Vikas Publishing House Pvt. Ltd, New Delhi



**Course title: Business Communication - II****Course code: VESUCBMS204****Objective:** To nurture and develop superior communication abilities both oral and written.**Learning Outcomes (LO):**

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

- LO1 Hone presentation and communication skills at individual and group level
- LO2 Develop excellent formal written communication skills
- LO3 Ability to write different types of reports and fulfil their purposes
- LO4 Demonstrate importance of team-focused communication in business

Unit No.	Topics	No. of Lectures
1	Presentation Skills Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation How to make a Power-Point Presentation. Introduction to Professional Communication	15
2	Group Communication Interviews: Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit Meetings: Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions Conference: Meaning and Importance of Conference Organizing a Conference Modern Methods: Video and Tele – Conferencing Public Relations: Meaning, Functions of PR Department, External and Internal Measures of PR. Role of PR in Corporate Communication	15
3	Business Correspondence Trade Letters: Order, Credit and Status Enquiry, Collection (just a brief introduction to be given) Only following to be taught in detail:- Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act	15
4	Language and Writing Skills Reports: Parts, Types, Feasibility Reports, Investigative Reports Summarisation: Identification of main and supporting/sub points Presenting these in a cohesive manner	15

**References:**

- Agarwal, AnjuD(1989) A Practical Handbook for Consumers, IBH.
- Alien, R.K.(1970) Organisational Management through Communication.
- Ashley,A(1992) A Handbook Of Commercial Correspondence, Oxford University Press.
- Aswalthapa, K (1991)Organisational Behaviour, Himalayan Publication, Mumbai.
- Atreya N and Guha (1994) Effective Credit Management, MMC School of Management, Mumbai.
- Bahl,J.C. and Nagamia,S.M. (1974) Modern Business Correspondence and Minute Writing.
- Balan,K.R. and Rayudu C.S. (1996) Effective Communication, Beacon New Delhi.
- Bangh, LSue, Fryar,Maridell and Thomas David A. (1998) How to Write First Class Business Correspondence, N.T.C. Publishing Group USA.
- Banerjee, Bani P (2005) Foundation of Ethics in Mangement Excel Books
- Businessworld Special Collector's Issue: Ethics and the Manager



Since 1962

**Course title: Foundation Course - II****Course code: VESUCBMS205****Objective:** To develop in students an understanding of the economic, social, natural and political environment around us.**Learning Outcomes (LO):**

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

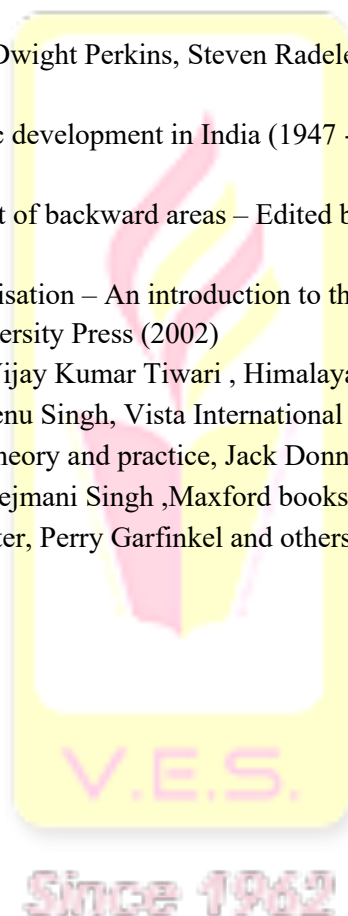
- LO1 Understanding the concepts of liberalization, privatization and globalization especially with reference to migration and agriculture.
- LO2 Understanding the concept of Human Rights with special reference to Fundamental Rights stated in the Constitution
- LO3 Understanding concepts of Environment, Ecology and their interconnectedness and Sustainability Development
- LO4 Understanding and mitigating the causes of stress and conflict in individuals and society

Unit No.	Topics	No. of Lectures
1	Globalisation and Indian Society Understanding the concepts of liberalization, privatization and globalization; Growth of information technology and communication and its impact manifested in everyday life; Impact of globalization on industry: changes in employment and increasing migration; Changes in agrarian sector due to globalization; rise in corporate farming and increase in farmers' suicides.	7
2	Human Rights Concept of Human Rights; origin and evolution of the concept; The Universal Declaration of Human Rights; Human Rights constituents with special reference to Fundamental Rights stated in the Constitution	10
3	Ecology Importance of Environment Studies in the current developmental context; Understanding concepts of Environment, Ecology and their interconnectedness; Environment as natural capital and connection to quality of human life; Environmental Degradation- causes and impact on human life; Sustainable development- concept and components; poverty and environment	10
4	Understanding Stress and Conflict Causes of stress and conflict in individuals and society; Agents of socialization and the role played by them in developing the individual; Significance of values, ethics and prejudices in developing the individual; Stereotyping and prejudice as significant factors in causing conflicts in society. Aggression and violence as the public expression of conflict	10

5	<p>Managing Stress and Conflict in Contemporary Society</p> <p>Types of conflicts and use of coping mechanisms for managing individual stress; Maslow's theory of self-actualisation; Different methods of responding to conflicts in society; Conflict-resolution and efforts towards building peace and harmony in society</p>	8
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### References:

- A decade of economic reforms in India (The past, the present, the future)-Edited by Raj Kapila and Uma Kapila, Academic Foundation (2002)
- Impact of the policies of WTO on Indian agriculture - S. Nehru, Serial Pub. (2012)
- Privatisation of public enterprises – Emerging dimensions – Edited by G.S. Batra, NarinderKaur ,Anmol Pub. (1995)
- Economics of development – Dwight Perkins, Steven Radelet, David Lindauer, Norton company (2006)
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- Globalisation and development of backward areas – Edited by G. Satyanarayana New Century Pub. (2007)
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- Environmental Studies – Dr. Vijay Kumar Tiwari , Himalayan Pub. (2010)
- Ecology and environment – Benu Singh, Vista International Pub. (2006)
- Universal Human Rights : In theory and practice, Jack Donnelly, (2014)
- Stress Management – Dr. N. Tejmani Singh ,Maxford books (2011)
- Stress blasters – Brian Chchester, Perry Garfinkel and others , Rodale Press (1997)



**Course title: Business Environment****Course code: VESUCBMS206**

**Objective:** To understand the different environment in the business climate and to know the different environment like, political, technological and economic environment in the business.

**Learning Outcomes (LO):**

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

- LO1 To identify the key issue & perspectives to assess the impact of Business Environment on Business
- LO2 To examine how different factors and trends in the external environment are likely to impact upon a proposed business venture.
- LO3 To evaluate the role of Political, legal & Economic Environmental factors on Business Decision-making.
- LO4 To assess the essence of International Business Environment & its impact on Business Decisions.

Unit No.	Topics	No. of Lectures
1	<p>Introduction to Business Environment</p> <ul style="list-style-type: none"><li>● Business: Meaning, Definition, Nature &amp; Scope, Types of Business Organizations</li><li>● Business Environment: Meaning, Characteristics, Scope and Significance, Components of Business Environment</li><li>● Micro and Macro Environment: Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.</li><li>● Introduction to Micro-Environment:<ul style="list-style-type: none"><li>▪ Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity</li><li>▪ External Environment: Firm, customers, suppliers, distributors, Competitors, Society</li></ul></li><li>● Introduction to Macro Components: Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)</li></ul>	15
2	<p>Political and Legal environment</p> <ul style="list-style-type: none"><li>● Political Institutions: Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.</li><li>● Economic environment: economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy</li><li>● Impact of business on Private sector, Public sector and Joint sector</li><li>● Sun-rise sectors of India Economy. Challenges of Indian economy.</li></ul>	15



3	<p>Social and Cultural Environment, Technological environment and Competitive Environment</p> <ul style="list-style-type: none"> <li>● Social and Cultural Environment: Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business</li> <li>● Technological environment: Features, impact of technology on Business</li> <li>● Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies</li> </ul>	15
4	<p>International Environment</p> <ul style="list-style-type: none"> <li>● International Environment – <ul style="list-style-type: none"> <li>▪ GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO.</li> <li>▪ Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.</li> <li>▪ MNCs: Definition, meaning, merits, demerits, MNCs in India</li> <li>▪ FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,</li> </ul> </li> <li>● Challenges faced by International Business and Investment Opportunities for Indian Industry.</li> </ul>	15

**References:**

- Morrison J, The International Business Environment, Palgrave
- Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi
- K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, New Delhi
- MISHRA AND PURI, Indian Economy, Himalaya Publishing House, New Delhi
- Business Environment Raj Aggarwal Excel Books, Delhi
- Strategic Planning for Corporate Ramaswamy V McMillan, New Delhi
- Business and society - Lokanathan and Lakshmi Rajan, Emerald Publishers.
- Economic Environment of Business - M. Adhikary, Sultan Chand & Sons.

Since 1962

**Course title: Principles of Management**

**Course code: VESUCBMS207**

**Objective:** To provide awareness and knowledge of the basic principles latest practises of management.

**Learning Outcomes (LO):**

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

- LO1 To help the students to understand the importance of principles of management.
- LO2 To help create awareness among students about the functions and responsibilities of managers in corporate.
- LO3 To provide them tools and techniques to be used in the performance of the managerial functions.
- LO4 To enable them to analyze and understand the environment of the organization.

Unit No.	Topics	No. of Lectures
1	Nature of Management <ul style="list-style-type: none"><li>● Management: Concept, Significance, Role &amp; Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid.</li><li>● Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.</li></ul>	15
2	Planning and Decision Making <ul style="list-style-type: none"><li>● Planning: Meaning, Importance, Elements, Process, Limitations and MBO.</li><li>● Decision Making: Meaning, Importance, Process, Techniques of Decision Making.</li></ul>	15
3	Organizing <ul style="list-style-type: none"><li>● Organizing: Concepts, Structure (Formal &amp; Informal, Line &amp; Staff and Matrix), Meaning, Advantages and Limitations</li><li>● Departmentation: Meaning, Basis and Significance</li><li>● Span of Control: Meaning, Graicunas Theory, Factors affecting span of ControlCentralization vs Decentralization</li><li>● Delegation: Authority &amp; Responsibility relationship</li></ul>	15

4	<p>Directing, Leadership, Co-ordination and Controlling</p> <ul style="list-style-type: none"> <li>● Directing: Meaning and Process</li> <li>● Leadership: Meaning, Styles and Qualities of Good Leader</li> <li>● Co-ordination as an Essence of Management</li> <li>● Controlling: Meaning, Process and Techniques</li> <li>● Recent Trends: Green Management &amp; CSR. Crisis Management, Knowledge Management and Change Management</li> </ul>	15
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**References:**

- Principles of Management , Ramasamy , Himalya Publication , Mumbai
- Principles of Management , Tripathi Reddy , Tata Mc Grew Hill
- Management Text & Cases , VSP Rao , Excel Books, Delhi
- Management Concepts and OB , P S Rao & N V Shah , AjabPustakalaya
- Essentials of Management , Koontz II & W , Mc. Grew Hill , New York
- Principles of Management-Text and Cases –Dr.M.SakthivelMurugan, New Age Publications



## 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.

Student will have to score 40% of marks in Internal assessment as well as End Sem 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	<b>One class test (10 Marks)</b>	
	Match the Column/ Fill in the Blanks/ Multiple Choice Questions	05 Marks
	Answer in One or Two Lines (Concept based Questions)	05 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) Internal 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)	Full Length Practical / Theoretical Question <b>OR</b> Full Length Practical / Theoretical Question	15 Marks
Q-2 (Unit-2)	Full Length Practical / Theoretical Question <b>OR</b> Full Length Practical / Theoretical Question	15 Marks 15 Marks
Q-3 (Unit -3)	Full Length Practical / Theoretical Question <b>OR</b> Full Length Practical / Theoretical Question	15 Marks 15 Marks
Q-4 (Unit-4)	Full Length Practical / Theoretical Question <b>OR</b> Full Length Practical / Theoretical Question	15 Marks 15 Marks
Q-5	A) Practical / Theoretical questions	08 Marks
	B) Practical / Theoretical questions	07 Marks
	<b>OR</b> Short Notes To be asked 05 To be answered 03	15 Marks
	<b>OR</b> Case Study	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 question may be asked.

## Overall Examination and Marks Distribution Pattern

### SEMESTER I

Course	Theory
VESUCBMS101	100
VESUCBMS102	100
VESUCBMS103	100
VESUCBMS104	100
VESUCBMS105	100
VESUCBMS106	100
VESUCBMS107	100
Grand Total	700

### SEMESTER II

Course	Theory
VESUCBMS201	100
VESUCBMS202	100
VESUCBMS203	100
VESUCBMS204	100
VESUCBMS205	100
VESUCBMS206	100
VESUCBMS207	100
Grand Total	700

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