



Hindi Vidya Prachar Samiti's

Ramniranjan Jhunjhunwala College

of Arts, Science & Commerce

(Autonomous College)

Affiliated to

UNIVERSITY OF MUMBAI

Syllabus for the F.Y.B.M.S

Program: B.M.S

Program Code: RJCUBMS

(CBCS 2021-2022)

THE PREAMBLE

Why BMS?

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

Why BMS at RJ College?

The BMS department was introduced in the year 1999 and since its inception there is no turning back with lots of innovative methods in grooming the future managers and entrepreneurs.. Our strength is our teaching faculties comprising both core and full time faculties with good industry exposure. We not only train the learners in theoretical knowledge but also give them a wide industrial exposure by motivating the students to take up internships and arranging industrial visits for all the three years.

To be more employable and saleable in the job market we take up initiatives to develop the language proficiency of the learners.. Students are motivated to participate in various intra collegiate and intercollegiate competitions.. Opportunities are provided to make projects and presentations.. Emphasis is on following the case study pedagogy for developing the managerial and leadership skills.

The Rotaract Club of RJ College is managed by the BMS department which contributes towards the Personality Development of the students. It also gives them a wide international exposure and extensive networking. The club is also instrumental in making the students more humanitarian, ethical and a good human being through community services.

Our Curriculum, Your Strength

The curriculum is designed in such a way that it helps the students to develop cognizance of the importance of management principles. The curriculum takes the learners not only through the journey of management and leadership functions but also focuses on their moral and ethical development. It also paves a path for the students to decide on their area of specialization (Finance, Marketing, Human Resource Management) in the field of management.

The curriculum would evolve the learner to be more innovative and creative in the field of management and more importantly the area of specialization that they have chosen. It would also give an opportunity to the learners to explore the entrepreneurial avenues.

Studying management gives you all the skills you need to deal with employees in a professional and an organized manner. It will also give you the knowledge and confidence you need to direct teams successfully.

However, it's important to remember that before you can manage other people, you need to know how to manage yourself. Completing a management degree will help you to learn a range of essential skills such as self-discipline, and organization which you'll also be able to use when managing others in the future.

F.Y.B.M.S. Syllabus Semester I & II**DISTRIBUTION OF TOPICS AND CREDITS****F.Y.BMS SEMESTER I**

Course	Nomenclature	Credits	Topics
RJCUBMS101	Introduction to Financial Accounts	03	<ol style="list-style-type: none"> 1. Introduction 2. Accounting Transactions 3. Depreciation Accounting & Trial Balance 4. Final Accounts
RJCUBMS102	Business Law	03	<ol style="list-style-type: none"> 1. Contract Act, 1872 & Sale of Goods Act, 1930 2. Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986 3. Company Law 4. Intellectual Property Rights (IPR)
RJCUBMS103	Business Statistics	03	<ol style="list-style-type: none"> 1. Introduction to Statistics 2. Measures of Dispersion, Co-Relation and Linear Regression 3. Time Series and Index Number 4. Probability and Decision Theory
RJCUBMS104	Business Communication - I	03	<ol style="list-style-type: none"> 1. Theory of Communication 2. Obstacles to Communication in Business World 3. Business Correspondence 4. Language and Writing Skills
RJCUBMS105	New Trends in Environmental Management	02	<ol style="list-style-type: none"> 1. Introduction to Environmental Management 2. Introduction to Innovation 3. Disaster Management 4. Global Environmental Concerns and Planning of Settlements
RJCUBMS106	Foundation of Human Skills	03	<ol style="list-style-type: none"> 1. Understanding of Human Nature 2. Introduction to Group Behaviour 3. Organizational Culture and Motivation at Workplace 4. Organisational Change, Creativity and 5. Development and Work Stress
RJCUBMS107	Business Economics - I	03	<ol style="list-style-type: none"> 1. Introduction 2. Demand Analysis 3. Supply and Production Decisions and Cost of Production 4. Market structure: Perfect competition and Monopoly and Pricing and Output

F.Y.B.M.S. Syllabus Semester I & II

			Decisions under Imperfect Competition Production 5. Pricing Practices
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F.Y.BMS. SEMESTER II

Course	Nomenclature	Credits	Topics
RJCUBMS201	Principles of Marketing	03	<ol style="list-style-type: none"> 1. Introduction to Marketing 2. Marketing Environment, Research and Consumer Behaviour 3. Marketing Mix 4. Segmentation, Targeting and Positioning and Trends In Marketing
RJCUBMS202	Industrial Law	03	<ol style="list-style-type: none"> 1. Laws Related to Industrial Relations and Industrial Disputes 2. Laws Related to Health, Safety and Welfare 3. Social Legislation 4. Laws Related to Compensation Management
RJCUBMS203	Business Mathematics	03	<ol style="list-style-type: none"> 1. Introduction 2. Elements of Cost 3. Cost Projection 4. Emerging Cost Concepts
RJCUBMS204	Business Communication II	03	<ol style="list-style-type: none"> 1. Presentation Skills 2. Group Communication 3. Business Correspondence 4. Language and Writing Skills
RJCUBMS205	Community Building and Corporate Governance	02	<ol style="list-style-type: none"> 1. Introduction to Community Building and Development 2. Social Legislation 3. Business Ethics and Corporate Social Responsibility 4. Indian Constitution – An overview
RJCUBMS206	Introduction to Cost Accounting	03	<ol style="list-style-type: none"> 1. Introduction 2. Elements of Cost 3. Cost Projection 4. Emerging Cost Concepts
RJCUBMS207	Principles of Management	03	<ol style="list-style-type: none"> 1. Nature of Management 2. Planning and Decision Making 3. Organising 4. Directing, Leadership, Co-ordination and 5. Controlling

SEMESTER I (PRACTICAL)		L	Cr
Subject: Introduction to Financial Accounts	Paper Code: RJCUBMS101	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • AS 1: Disclosure to Accounting Policies • AS 6: Depreciation Accounting. • AS 9: Revenue Recognition. • AS 10: Accounting For Fixed Assets. • International Financial Reporting Standards (IFRS): Introduction to IFRS <ul style="list-style-type: none"> • 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 			
UNIT II		15	
Accounting Transactions and Trial Balance			
<ul style="list-style-type: none"> • Accounting transactions: Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal & ledger: Rules regarding posting. • Preparation of Trial Balance: Introduction and Preparation of Trial Balance • Expenditure: Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test. • Receipts: Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts. • Profit or Loss: Revenue profit or loss, capital profit or loss 			
UNIT III		15	
Depreciation Accounting			

F.Y.B.M.S. Syllabus Semester I & II

<ul style="list-style-type: none"> ● Depreciation accounting: Practical problem based on depreciation using SLM and RBM methods. (Where Provision for depreciation Account not maintained). 		
UNIT IV	15	
Final Accounts		
<ul style="list-style-type: none"> ● Introduction to Final Accounts of a Sole proprietor. ● Rectification of errors. ● Manufacturing Account, Trading Account, Profit and Loss Account and Balance Sheet. ● Preparation and presentation of Final Accounts in horizontal format 		
Financial Statement Analysis <ul style="list-style-type: none"> ● Introduction to Schedule VI of Indian Companies Act 1956. ● Relationship between items in Balance Sheet and Revenue Statement. ● Study of Balance Sheet and Income Statement/Revenue Statement in vertical form suitable for analysis 3 		

FY BMS	Semester I (Practical)
RJCUBMS101 Introduction to Financial Accounts	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● Recognize and understand ethical issues related to the accounting profession. ● Prepare financial statements in accordance with Generally Accepted Accounting Principles. ● Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements. ● To understand the meaning accounting and accountancy. ● To understand the terms used in accounting system ● To know how the accounting entries are posted in books. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations. ● Apply appropriate judgment derived from knowledge of accounting theory, to financial analysis and decision making. ● To record the basic journal entries. ● Memorize how to calculate depreciation by applying various methods. ● Maintain the financial statements of a business entity. ● Rectify errors in accounts.

SEMESTER I (THEORY)		L	Cr
Subject: Business Law	Paper Code: RJCUBMS102	60	3
UNIT I		15	
Contract Act, 1872 & Sale of Goods Act, 1930			
<ul style="list-style-type: none"> • 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. 			
UNIT II		15	
Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986			
<ul style="list-style-type: none"> • 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. 			
UNIT III		15	
Company Law			
<ul style="list-style-type: none"> • Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares 			
UNIT IV		15	
Intellectual Property Rights(IPR)			

<ul style="list-style-type: none"> ● Intellectual Property Rights (IPR) <ul style="list-style-type: none"> • IPR definition/ objectives • Patent definition. What is patentable? What is not patentable? Invention And its Attributes, Inventors and Applications • Trademarks, definition, types of trademarks, infringement and passing off. • Copy right definition and subject in which copy right exists, Originality, • Meaning and Content, Authors and Owners, Rights and Restrictions. • Geographical indications (only short notes) 		
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FY BMS	Semester I (Theory)
RJCUBMS102 Business Law	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● The objective of this course is to provide the students with practical legal knowledge of general business law issues. ● It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law. ● Aims to learn fundamental concepts, principles, and rules of law that apply to business transactions. ● Learning function and operation of the courts, business crimes, contract law, intellectual property, the application of Code to business activities and recent developments in business law, cyber law and electronic commerce <p><u>Learning Outcomes:</u></p> <ul style="list-style-type: none"> ● At the end of the course students would be able to understand the basic concepts and laws of business. ● Students would be able to understand the Intellectual Property Rights and Consumer Protection Laws. ● Apply basic legal knowledge to business transactions. ● Communicate effectively using standard business and legal terminology.

F.Y.B.M.S. Syllabus Semester I & II

SEMESTER I (PRACTICAL)		L	Cr
Subject: Business Law	Paper Code: RJCUBMS103	60	3
UNIT I		15	
Introduction to Statistics			
Introduction: Functions/Scope, Importance, Limitations Data: Relevance of Data(Current Scenario), Type of data(Primary & Secondary), Primary(Census vs Samples, Method of Collection (In Brief), Secondary(Merits, Limitations, Sources) (In Brief) Presentation Of Data: Classification – Frequency Distribution – Discrete & Continuous, Tabulation, Graph(Frequency, Bar Diagram, Pie Chart, Histogram, Ogives) Measures Of Central Tendency: Mean (A.M, Weighted, Combined), Median(Calculation and graphical using Ogives), Mode(Calculation and Graphical using Histogram), Comparative analysis of all measures of Central Tendency			
UNIT II		15	
Measures of Dispersion, Co-Relation and Linear Regression			
Measures Of Dispersion: Range with C.R(Co-Efficient Of Range), Quartiles & Quartile deviation with CQ (Co-Efficient Of Quartile), Mean Deviation from mean with CMD (Co-Efficient Of Mean Deviation), Standard deviation with CV(Co-Efficient Of Variance), Skewness & Kurtosis (Only concept) Co-Relation: Karl Pearson, Rank Co-Relation Linear Regression: Least Square Method Concept of Multiple correlation and regression			
UNIT III		15	
Time Series and Index Number			
Time Series: Least Square Method, Moving Average Method, Determination of Season Index Number: Simple(un-weighted) 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 Numbers			
UNIT IV		15	

Probability and Decision Theory		
<p>Probability: Concept of Sample space, Concept of Event, Definition of Probability, Addition & Multiplication laws of Probability, Conditional Probability, Bayes' Theorem (Concept only), Expectation & Variance, Concept of Probability Distribution (Only Concept)</p> <p>Decision Theory: Acts, State of Nature Events, Pay offs, Opportunity loss, Decision Making under Certainty, Decision Making under Uncertainty, Non- Probability: Maximax, Maximin, Minimax, Regret, Laplace & Hurwicz)</p> <p>Probabilistics (Decision Making under risk): EMV, EOL, EVPI & Decision Tree</p>		

FY BMS	Semester I (Practical)
RJCUBMS103 Business Statistics	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Understand meaning, nature and importance of statistics and to develop the ability to analyze and interpret data. • To provide an understanding for the graduate business students on statistical concepts, know the main properties of each statistical tools and select the most appropriate one for use with a given set of data. • Enable students to apply basic statistical techniques and methods for grouping, tabular and graphical display, analysis and interpretation of statistical data. • Understand some basic terminology in Probability and approach to decision making. • To understand association between two variables, obtain a Regression Line and use Regression coefficients to sensibly make forecasts. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> • After successful completion of the course, students are expected to obtain the following skills: • The ability to interpret statistical analysis tools commonly used in the work place. • Independently calculate, basic statistical parameters like mean, median, mode, correlation coefficients, regression lines etc., • Produce appropriate graphical and numerical descriptive statistics for different types of data. • Based on the acquired knowledge, to interpret the meaning of the calculated statistical indicators. • Choose a statistical method for solving practical problem.

SEMESTER I (THEORY)		L	Cr
Subject : Business Communication - I	Paper Code: RJCUBMS104	60	3
UNIT I		15	
Theory of Communication			
<p>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</p> <p>Channels and Objectives of Communication:</p> <p>Channels- Formal and Informal- Vertical, Horizontal, Diagonal, Grapevine</p> <p>Objectives of Communication: Information, Advice, Order and Instruction, Persuasion, Motivation, Education, Warning, and Boosting the Morale of Employees(A brief introduction to these objectives to be given)</p> <p>Methods and Modes of Communication:</p> <ul style="list-style-type: none"> • Methods: Verbal and Nonverbal, Characteristics of Verbal Communication • Characteristics of Non-verbal Communication, Business Etiquette • Modes: Telephone and SMS Communication 3 (General introduction to Telegram to be given) Facsimile Communication [Fax] • Computers and E- communication Video and Satellite Conferencing <p>Case study discussion where lack of communication or incorrect mode used affected business and commercial activities leading to losses Mock interviews for correct etiquette.</p>			
UNIT II		15	
Obstacles to Communication in Business World			
<p>Problems in Communication /Barriers to Communication: Physical/ Semantic/Language / Socio-Cultural / Psychological / Barriers, Ways to Overcome these Barriers.</p> <p>Listening: Importance of Listening Skills, Cultivating good Listening Skills – 4</p> <p>Introduction to Business Ethics:</p> <ul style="list-style-type: none"> • Concept and Interpretation, Importance of Business Ethics, Personal Integrity at the workplace, Business Ethics and media, Computer Ethics, Corporate Social Responsibility 			

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<ul style="list-style-type: none"> 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. <p>Role play by students: scenarios given, and learners tackle the obstacles to effective communication</p> <p>Listening to an audio clip and answer questions</p>		
UNIT III	15	
Business Correspondence		
<ul style="list-style-type: none"> 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 (to be taught but not to be tested in the examination)] 		
UNIT IV	15	
Language and Writing Skills		
<p>Commercial Terms used in Business Communication</p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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>Board Language and Writing Skills</p> <ul style="list-style-type: none"> <u>Writing book reviews</u> 		

FY BMS	Semester I (Theory)
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RJCUBMS104 Business Communication - I	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none">● To sensitize the learners to the different types of channels of communication and importance of effective business communication in the professional world.● To give knowledge to the learners regarding the barriers to effective communication and means to overcome these barriers.● To introduce the concept of business ethics.● To impart proficiency in business correspondence, language and writing skills. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The learners gain knowledge and understanding of importance of communication and impact of technological advancement on communication.● The learners will be able to identify objectives, suitable channels and modes of communication.● Understanding the obstacles or barriers to effective communication and ways to overcome them.● Gain knowledge of importance of business ethics and sensitize to the ethical challenges in the business world.● The learners are able to write application letters and job resumes.● Enhancement of language and writing skills.
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F.Y.B.M.S. Syllabus Semester I & II

SEMESTER I (THEORY)		L	Cr
Subject: New Trends in Environmental Management	Paper Code: RJCUBMS105	45	2
UNIT I		12	
Introduction to Environmental Management			
<ul style="list-style-type: none"> • Introduction to Environmental Management: Meaning, Importance, Functions, Features, Scope of Environment Management, Different types of Environments, Characteristics of Environmental Management, Pollution • Concept of Sustainability Development: Meaning, Scope , Reasons of Sustainability Development, Elements included in sustainability development, types of sustainability development, Rain water harvesting, Optimal utilization of water. • Waste Management: Meaning of waste management, Types of waste, Tools and techniques of waste management, E- Waste Management, Bio Medical Waste management. Government Rules and Regulations towards waste management. 			
UNIT II		10	
Introduction to Innovation			
<ul style="list-style-type: none"> • Introduction to Innovation: Meaning, Scope , Features, Types of Innovations, Tools of Innovations, Innovation process, Need for Innovations, Environmental clearance for establishing and operating industries in India. • Green Technology: Meaning, Importance, Characteristics of Green Technology, Government Initiatives towards green technology, Carbon credits, Organic farming, Solar Technology, • Environmental Impact Assessment EIA,ISO- 14001, Ecotel Hotels, Environmental clearances from the government to start a business 			
UNIT III		13	
Disaster Management			

<ul style="list-style-type: none"> Disaster Management Meaning - Concept of Hazard, Risk, Vulnerability and Disaster – Impact of disasters: Physical, economic, political, psychosocial, ecological, and others; developmental aspects of disasters - Types and Classification of Disasters - Nature Induced Disasters and Human Induced Disasters Disaster Management Cycle: Mitigation and prevention, Preparedness, Prediction and Early warning, Rescue and Relief, Impact assessment, Response, Recovery, Reconstruction; Disaster Risk Reduction; Community Based Disaster Management (CBDRM); Impact on the individual, family and society; Mental health consequences of disaster; Principles and techniques of psychosocial care in post disaster situations; Specific psychosocial needs of vulnerable groups like children, women, older persons, persons with disability, transgender, destitute and orphans; Post trauma care and counseling Fire safety norms 		
UNIT IV	10	
Global Environmental Concerns and Planning of Settlements		
<ul style="list-style-type: none"> Global Environmental Concerns and Planning of Settlements: UN/ International Conferences/ Conventions (Global /National issues) Environmental Concerns of human settlements. Environment planning Techniques: Environmental surveys- Methods of data collection, interview techniques, analysis Database for incorporation of environmental concerns in planning analysis, Techniques of resource protection and conservation (land suitability analysis, carrying capacity, vulnerability analysis). 		

FY BMS	Semester I (Theory)
RJCUBMS105 New Trends in Environmental Management	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> To Understand the environment & need for environmental management. To briefly discuss sustainable development and its types. To Understand innovative ways of environmental management. To Understand green technology and environmental impact assessment in detail. To discuss issues in the Global Environment and ways to settle the same. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> The Learners understand about their roles and responsibility towards the environment The learners understand the importance of Environment and can use innovative techniques to solve the environmental issues.

F.Y.B.M.S. Syllabus Semester I & II

	<ul style="list-style-type: none">• The learners understand disaster management and environmental impact assessment techniques.
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SEMESTER I (THEORY)		L	Cr
Subject: Foundation of Human Skills	Paper Code: RJCUBMS106	60	3
UNIT I		15	
Understanding of Human Nature			
<p>Individual Behaviour: Concept of a man, individual differences, factors affecting individual differences, Influence of environment</p> <p>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</p> <p>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 attribution).</p>			
UNIT II		15	
Introduction to Group Behaviour			
<p>Group Dynamics: Nature, types, group behaviour model (roles, norms, status, process, structures)</p> <p>Team effectiveness: nature, types of teams, ways of forming an effective team.</p> <p>Setting goals.</p> <p>Organizational processes and system.</p> <p>Power and politics: nature, bases of power, politics nature, types, causes of organizational politics, political games.</p> <p>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.</p> <p>Threats to group effectiveness.</p>			
UNIT III		15	
Organizational Culture and Motivation at			

F.Y.B.M.S. Syllabus Semester I & II

workplace		
<ul style="list-style-type: none"> ● Organizational Culture: <ul style="list-style-type: none"> • Characteristics of organizational culture. • Types, functions and barriers of organizational culture • Ways of creating and maintaining effective organization culture ● Motivation at workplace: Concept of motivation <ul style="list-style-type: none"> • Theories of motivation in an organisational set up. • A.Maslow Need Heirachy • F.Hertzberg Dual Factor • Mc.Gregor theory X and theory Y. • Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace. 		
UNIT IV	15	
Organisational Change, Creativity and Development and Work Stress		
<ul style="list-style-type: none"> ● 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. ● Organisational Development and work stress: Need for organizational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress ● How an organization learns to innovate 		

FY BMS	Semester I (Theory)
RJCUBMS106 Foundation of Human Skills	<p><u>Course Outcome:</u></p> <ul style="list-style-type: none"> ● To Understand the Human Nature with respect to Heredity & Environment ● To Understand briefly the environmental factors - Personality, Attitude, Thinking, Learning & Perception ● To Understand group behaviour & team effectiveness along with factors such as power, politics & Conflicts & resolution strategies. ● To Understand Organisational culture & theories of Motivation ● To Understand Organisational Change & Ways to Handle work stress. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The Learners understand about their own personalities, maintain their attitude & perception towards the organization ● The learners understand the importance of work in a team, maintenance of organisation culture.

F.Y.B.M.S. Syllabus Semester I & II

	<ul style="list-style-type: none">• The learners understand as to how to keep themselves and others motivated & ways to handle stress.
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F.Y.B.M.S. Syllabus Semester I & II

SEMESTER I (THEORY)		L	Cr
Subject: Business Economics - I	Paper Code: RJCUBMS107	60	3
UNIT I		10	
Introduction			
<ul style="list-style-type: none"> 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 			
UNIT II		10	
Demand Analysis			
<p>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</p> <p>Demand estimation and forecasting: Meaning and significance - methods of demand estimation : survey and statistical methods (numerical illustrations on trend analysis and simple linear regression)</p>			
UNIT III		15	
Supply and Production Decisions and Cost of Production			
<p>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.</p> <p>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)</p>			
UNIT IV			
Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition		15	

F.Y.B.M.S. Syllabus Semester I & II

<ul style="list-style-type: none"> ● Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition: 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 ● 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) ● Oligopolistic markets: key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models (with practical examples) 		
UNIT V	10	
Pricing Practices		
<ul style="list-style-type: none"> ● 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) 		

FY BMS	Semester I (Theory)
RJCUBMS107 Business Economics - I	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To give knowledge to the learners regarding demand and changes in response to changes in price. ● To introduce the concept of consumer is supply and forecasting their purchases. ● To avail of different market structure and pricing of different goods including stock market. ● To impart proficiency in revenue and cost conditions of the firm and breakeven point. ● To introduce the concept of profit and run the business in a sound footing. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The learners gain knowledge and understanding of demand and impact on price in purchasing goods. ● Gain knowledge of market structure and fact the challenges in business. ● Enhancement of output and profit in business. ● Understanding of market barriers to entry and ways to overcome theory. ● To learners will be able to identify the market and enjoy surplus.

SEMESTER II (THEORY)		L	Cr
Subject: Principles of Marketing	Paper Code: RJCUBMS201	60	3
UNIT I		15	
Introduction to Marketing			
<ul style="list-style-type: none"> • Introduction to Marketing: Definition, features, advantages and scope of marketing. The 4P's and 4C's of marketing. Marketing v/s Selling. Marketing as an activity and function • Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges. • Orientations of a firm: Production concept; Product concept; selling concept and marketing concept, social relationship, Holistic marketing. 			
UNIT II		15	
Marketing Environment, Research and Consumer Behaviour			
<p>The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.</p> <p>Macro environment: Political Factors; Economic Factors; Socio Cultural Factors , Technological Factors (PEST Analysis)</p> <p>Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research</p> <p>MIS: Meaning, features and Importance.</p> <p>Consumer Behaviour: Meaning, feature, importance, factors affecting Consumer Behaviour</p>			
UNIT III		15	
Marketing Mix			
<ul style="list-style-type: none"> • Marketing mix: Meaning –elements of Marketing Mix. • Product-product mix-product line lifecycle-product planning – New product development- failure of new product-levels of product. • Branding –Packing and packaging – role and importance • Pricing – objectives- factors influencing pricing policy and Pricing strategy. • Physical distribution – meaning – factor affecting channel selection-types of marketing channels. • Promotion – meaning and significance of promotion. Promotion tools (brief) 			

F.Y.B.M.S. Syllabus Semester I & II

UNIT IV	15	
Segmentation, Targeting and Positioning and Trends In Marketing		
<ul style="list-style-type: none"> • Segmentation – meaning , importance , basis • Targeting – meaning , types • Positioning – meaning – strategies • New trends in marketing – E-marketing , Internet marketing and marketing using Social network / Green Marketing, Niche Marketing, Cause Marketing, Affiliate Marketing. • Social marketing/ Relationship marketing 		

FY BMS	Semester II (Theory)
RJCUBMS201 Principles of Marketing	<p><u>Course Outcomes:</u></p> <p>To make the students understand the concept of marketing along with orientation of firms.</p> <p>To make the students aware about the Marketing Environment, along with consumer behaviour</p> <p>To make the students aware of Market research, 4p's of Marketing, segmentation, Positioning, targeting different markets Market share.</p> <p><u>Learning Outcome:</u></p> <p>The Learner will be able to analyse the need & wants for different products, markets & industries.</p> <p>The Learner will be able to analyse the behaviour of consumers.</p> <p>The Learners will know how to use New trends i.e online, social media marketing.</p>

F.Y.B.M.S. Syllabus Semester I & II

SEMESTER II (THEORY)		L	Cr
Subject: Industrial Law	Paper Code: RJCUBMS202	60	3
UNIT I		15	
Laws Related to Industrial Relations and Industrial Disputes			
Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure The Trade Union Act, 1926			
UNIT II		15	
Laws Related to Health, Safety and Welfare			
<ul style="list-style-type: none"> The Factory Act 1948: (Provisions related to Health, Safety and Welfare) The Workmen's Compensation Act, 1923 Provisions: <ul style="list-style-type: none"> Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence Definitions Employers liability for compensation (S-3 to 13) Rules as to Compensation (Sec 4 to Sec 9) (14 A & 17) 			
UNIT III		15	
Social Legislation			
<ul style="list-style-type: none"> Employee State Insurance Act 1948: Definition and Employees Provident Fund Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues 			
UNIT IV		15	
Laws Related to Compensation Management			
<ul style="list-style-type: none"> The payment of Wages Act 1948: Objectives, Definition, Authorised Deductions Payment of Bonus Act, 1965 The Payment Of Gratuity Act, 1972 - Introduction, objects, Applicability of Act, Definition, Nomination, Mode, Limit & Recovery 			

FY BMS	Semester II (Theory)
RJCUBMS202 Industrial Law	<p><u>Course Outcomes:</u></p> <p>To demonstrate an understanding of the role of law in regulating industrial conflict; To demonstrate an understanding of the legal regulation of trade unions; To demonstrate the skills required in applying legal rules and principles to factual situations in problem solving exercises.</p> <p><u>Learning Outcome:</u></p> <p>Develop critically informed analysis of management and union strategies Develop critically informed analysis of management and union strategies Analyse the dynamic legal context in which employment relationships are enacted Apply aspects of employment law to real workplace situations Critically evaluate emerging trends in employment law Communicate ideas in an effective manner by leading informed class discussion</p>

SEMESTER II (PRACTICAL)		L	Cr
Subject: Business Mathematics	Paper Code: RJCUBMS203	60	3
UNIT I		15	
Elementary Financial Mathematics			
<ul style="list-style-type: none"> • 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 • Depreciation of Assets: Equated Monthly Installments (EMI) - using flat interest rate and reducing balance method. • Functions: Algebraic functions and the functions used in business and economics, Break Even and Equilibrium point. • Permutation and Combination: (Simple problems to be solved with the calculator only) • Number Systems: • Decimal system: The most commonly used number system, to understand place value and absolute value. • Binary Number system. c). Fractional Numbers. • Solving of simultaneous equations • Logarithms: To find log of some number to the base of something. 			
UNIT II		15	
Matrices and Determinants			
<p>Matrices: Some important definitions and some important results. Matrix operation (Addition, scalar multiplication, matrix multiplication, transpose of a matrix)</p> <p>Determinants of a matrix of order two or three: properties and results of Determinants</p> <p>Solving a system of linear equations using Cramer's rule</p> <p>Inverse of a Matrix (up to order three) using ad-joint of a matrix and inversion method</p> <p>Case study: Input Output Analysis</p>			
UNIT III		15	
Derivatives and Applications of Derivatives			

F.Y.B.M.S. Syllabus Semester I & II

Introduction and Concept: Derivatives of constant function, logarithmic functions, polynomial and exponential function Rules of derivatives: addition, multiplication, quotient Second order derivatives Application of Derivatives: Maxima, Minima, Average Cost and Marginal Cost. Total revenue, Marginal revenue, Average revenue. Average and Marginal profit. Price elasticity of demand		
UNIT IV	15	
Numerical Analysis [Interpolation]		
<ul style="list-style-type: none"> • Introduction and concept: Finite differences – forward difference operator – Newton's forward difference formula with simple examples • Backward Difference Operator. Newton's backward interpolation formula with simple examples 		

FY BMS	Semester II (Practical)
RJCUBMS203 Business Mathematics	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> • Understanding basic terms in areas of business calculus and financial mathematics • To understand mathematical concepts, principles of calculus and applications, matrix algebra in business & economics • Solve basic Maths problems using whole numbers, fractions decimals. • Communicate Mathematics effectively. • Use Interpolation to derive as simple function from a set of discrete data points so that the function passes through all the given data points and can be used to estimate data points in-between the given ones. <p><u>Learning Outcome:</u></p> <p>After successful completion of the course, students are expected to obtain the following skills:</p> <ul style="list-style-type: none"> • Demonstrate a computational ability in solving a wide array of mathematical problems. • Analyse real world scenarios to recognize when simple interest, compound interest, annuities, depreciation are appropriate. • Students will be able to analyse, evaluate or solve problems when given a set of circumstances or data. • Students will be able to understand and utilize mathematical functions and process.

SEMESTER II (THEORY)		L	C r
Subject: Business Communication - II	Paper Code: RJCUBMS204	60	3
UNIT I		15	
Presentation Skills			
Presentations: (to be tested in tutorials only) 4 Principles of Effective Presentation Effective use of OHP Effective use of Transparencies How to make a Power-Point Presentation			
UNIT II		15	
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			
UNIT III		15	
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 [Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory.]			
UNIT IV		15	

F.Y.B.M.S. Syllabus Semester I & II

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		

FY BMS	Semester II (Theory)
RJCUBMS204 Business Communication II	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none"> ● To guide the learners for presentation skills(How to make power point presentation, effective use of transparencies, Effective use of OHP) ● To give knowledge to the learners regarding group communication (Interview, meetings, Conference, and Public relations. ● To sensitize the learners to the different types Trade Letters (order, Credit and status enquiry Collection. ● To impart proficiency in business correspondence, language and writing skills. ● To identify the ethical dimension of a communication problem and to acknowledge different points of view. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none"> ● The learners are able to write application letters and job resumes. ● Enhancement of language and writing skills. ● Learners will be able to make presentation properly. ● Students will be confident in interviews, meetings, conferences and public relations. ● Learners will gain an understanding of Business correspondence (trade letters) ● Students will be able to find, use, and evaluate primary academic writing associated with the communication discipline. ● Students will be able to communicate effectively orally and in writing.

SEMESTER II (THEORY)		L	Cr
Subject: Community Building and Corporate Governance	Paper Code: RJCUBMS205	45	2
UNIT I		12	
Introduction to Community Building and Development			
<ul style="list-style-type: none"> • Introduction to Community Building: Meaning, Importance, Functions, Features, Scope of Community Building, Different types of Community, Characteristics of Community Building, • Concept of Community Building and Development: Community Organizations, Community Participants, Community Analysis, Workforce Diversity, Building a Right team and Relationships 			
UNIT II		09	
Social Legislation			
<ul style="list-style-type: none"> • Introduction to Contemporary Issues: Social Legislation: Meaning and Scope. Family Courts, Lok Adalats, The Legal Aid, Public Interest • Litigation - Right To Information Act (2005). • The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 • Protection of Women from Domestic Violence Act, 2005 , Protection of Civil Rights Act (1955) – Protection of Consumer Act (1986) Section 377 LGBT rights and HR policy in Indian workplace. • Political Concerns and Challenges: Meaning, Importance, Characteristics of Political Concerns, Crime and Politics, Violation of Human Rights in Industries and Organizations. • Terrorism – causes, consequences and remedial measures, Zero Hunger, Good Health and Wellbeing 			
UNIT III		12	
Business Ethics and Corporate Social Responsibility			

F.Y.B.M.S. Syllabus Semester I & II

<ul style="list-style-type: none"> • Business Ethics: Introduction to Business Ethics, Business Ethics and Management, Business Ethics and Moral Obligations; Importance of Business Ethics • Theories on Business Ethics: Deontology, Utilitarianism, Rights, and Virtues • Role of organizational culture in ethics and Structure of ethics management: Ethics Committee, Ethics Officers, and the CEO Communicating ethics: Communication Principles, Channels, Training programmes, and evaluation and Ethical Audit, Whistle Blowing, Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower and developments in India. • Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; CSR initiatives in India. 		
UNIT IV	12	
Indian Constitution – An overview		
<ul style="list-style-type: none"> • Constitutional Vision: Constituent Assembly, Nature of Constitution, Preamble, Fundamental Rights, Right to Constitutional remedies, Directive Principles. • Introduction to Constitutional Rights: Fundamental Rights-Organizational and Personal, Consumer Rights in India, Directive Principles and State Policies 		

FY BMS	Semester II (Theory)
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RJCUBMS205 Community Building and Corporate Governance	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">● To Understand the social issues● To briefly discuss social and ethical development and its types.● To Understand CSR activities ways to help develop social management.● To Understand ethical issues in detail.● To discuss issues of social concern and fundamental rights and ways to settle the same. <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The Learners understand about their roles and responsibility towards the community● The learners understand the importance of Indian constitution and can use their rights .● The learners understand Social issue like lok adalat, RTI and its measure to help the society.● The learners understands ethics and corporate responsibility to uplift the society .
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SEMESTER II (Practical)		L	Cr
Subject: Introduction to Cost Accounting	Paper Code: RJCUBMS206	60	3
UNIT I		15	
Introduction			
<ul style="list-style-type: none"> Meaning, Nature and scope-Objective of Cost Accounting-Financial Accounting v/s Cost Accounting- Advantages and disadvantages of Cost Accounting- Elements of Costs-Cost classification (concept only)- - Installation of Cost Accounting System, Process (Simple and Inter process) and Job Costing (Practical Problems) 			
UNIT II		15	
Elements of Cost			
<ul style="list-style-type: none"> Material Costing- Stock valuation (FIFO & weighted average method), EOQ, EOQ with discounts, Calculation of Stock levels (Practical Problems) Labour Costing – (Bonus and Incentive Plans) (Practical Problems) Overhead Costing (Primary and Secondary Distribution). 			
UNIT III		15	
Cost Projection			
<ul style="list-style-type: none"> Cost Sheet (Current and Estimated) (Practical Problems) Reconciliation of financial accounts and cost accounting (Practical Problems) 			
UNIT IV		15	
Emerging Cost Concepts			
<ul style="list-style-type: none"> Uniform Costing and Inter-firm Comparison, Emerging Concepts – Target Costing, Benchmarking, JIT, The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard Marginal Costing - Profit-Volume Ratio, Break even Point, Margin of Safety Application of Break Even Analysis 			

FY BMS	Semester II (Theory)
RJCUBMS206 Introduction to Cost Accounting	<p>Course Outcomes:</p> <ul style="list-style-type: none">● This course exposes the students to the basic concepts and the tools used in Cost Accounting● To enable the students to understand the principles and procedure of cost accounting and to apply them to different practical situations <p>Learning Outcome:</p> <ul style="list-style-type: none">● The Learners would be able to understand the different elements of cost involved in the production process.● The Learners would also understand the process of calculation of products.● The Learners would understand different methods of cost estimation.● The Learners would be able to reconcile the cost between financial accounts and cost accounting.

F.Y.B.M.S. Syllabus Semester I & II

SEMESTER II (THEORY)		L	Cr
Subject: Principles of Management	Paper Code: RJCUBMS207	60	3
UNIT I		15	
Nature of Management			
<ul style="list-style-type: none"> Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid. Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach Hawthorne Experiment 			
UNIT II		15	
Planning and Decision Making			
<ul style="list-style-type: none"> Planning: Meaning, Importance, Elements, Process, Limitations and MBO. Decision Making: Meaning, Importance, Process, Techniques of Decision Making. 			
UNIT III		15	
Organising			
<ul style="list-style-type: none"> Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations Departmentation: Meaning, Basis and Significance Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control Centralization vs Decentralization Delegation: Authority & Responsibility relationship 			
UNIT IV		15	
Directing, Leadership, Co-ordination and Controlling			
<ul style="list-style-type: none"> Directing: Meaning and Process Leadership: Meaning, Styles and Qualities of Good Leader Co-ordination as an Essence of Management Leadership & Motivation Theories Managerial Grid, OHIO, SLT, Vrooms Expectancy theory, Poter & Lawler theory of Motivation & Equity Theory. Controlling: Meaning, Process and Techniques Recent Trends: Green Management & CSR 			

FY BMS	Semester II (Theory)
RJCUBMS207 Principles of Manageme nt	<p><u>Course Outcomes:</u></p> <ul style="list-style-type: none">● To understand the evolution of Management thoughts contributed by F.W Taylor, Henry Fayol & Others.● To understand the different levels of management● To understand briefly the concept of PODSCORB <p><u>Learning Outcome:</u></p> <ul style="list-style-type: none">● The Learners would be able understand the process of planning & Decision Making & its importance in an organization.● The Learners would also understand the importance of Authority & Responsibility along with centralization & decentralization of work followed in various industries & service sectors.● The Learners would understand different styles of leadership followed in various industries & service sectors.● The Learners would learn a new trend of about green management & CSR in various industries & service sectors.

References

FY BMS	Semester I (Practical)
RJCUBMS101 Introduction to Financial Accounts	<ul style="list-style-type: none"> 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 LesileChandwichk, Pentice Hall of India AdinBakley (P) Ltd., New Delhi Financial Accounting for Management by Dr. Dinesh Harsalekar, Multi-Tech. Publishing Co. Ltd., Mumbai Financial Accounting by P.C. Tulsian, Pearson Publications, New Delhi Accounting Principles by R.N. Anthony and J.S. Reece, Richard Irwin, Inc Financial Accounting by Monga, J.R. Ahuja, GirishAhuja and Ashok Shehgal, Mayur Paper Back, Noida Compendium of Statement and Standard of Accounting, ICAI Indian Accounting Standards, Ashish Bhattacharya, Tata Mc. Grow Hill and Co. Ltd., Mumbai Financial Accounting by Williams, Tata Mc. Grow Hill and Co. Ltd., Mumbai Company Accounting Standards by ShrinivasanAnand, Taxman, New Delhi Financial Accounting by V. Rajasekaran, Pearson Publications, New Delhi Introduction to Financial Accounting by Horngren, Pearson Publications, New Delhi Financial Accounting by M. Mukherjee and M. Hanif, Tata McGraw Hill Education Pvt. Ltd., New Delhi Financial Accounting a Managerial Perspective, Varadraj B. Bapat, Mehul Raithatha, Tata McGraw Hill Education Pvt. Ltd., New Delhi

FY BMS	Semester I (Theory)
RJCUBMS102	<p>Elements of mercantile Law – N.D.Kapoor</p> <p>Business Law – P.C. Tulsian</p>

F.Y.B.M.S. Syllabus Semester I & II

Business Law	Business Law – SS Gulshan Company Law – Dr.Avtar Singh Indian contract Act – Dr.Avtar Singh Law of Intellectual Property-V.K-Taraporevala
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FY BMS	Semester I (Practical)
RJCUBMS103 Business Statistics	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

FY BMS	Semester I (Theory)
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F.Y.B.M.S. Syllabus Semester I & II

<p>RJCUBMS104 Business Communication - I</p>	<ul style="list-style-type: none"> ● 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 Management Excel Books Business world 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 McGrawHill, New York, Taxman Publication. ● Burton, G and Thakur, (1995) Management Today- Principles and Practices. T.M.H.,New Delhi. ● Narrow, Richard, Forrstal, Dan and Coolman, Aubrey (1967) Public Relations Handbook, TheDartwell Co., Chicago. ● Dayal, Ishwar(19810) Managing Large Organizations: A Comparative Study. ● 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. ● Ghanekar,A(1996) Communication Skills for Effective Management. Everest Publishing House, Pune. ● Graves, Harold F. (1965) Report Writing, Prentice Hall, New Jersey. ● Gupta, Anand Das (2010) Ethics, Business and Society: Managing Responsibly Response Books ● Gupta, Dipankar (2006) Ethics Incorporated: Top Priority and Bottom Line Response Books ● Krevolin, Nathan (1983) Communication Systems and Procedures for
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F.Y.B.M.S. Syllabus Semester I & II

	<p>Modern Office, Prentice Hall, New Jersey.</p> <ul style="list-style-type: none"> • Lesikar, Raymond V and Petit, John D.(1994) Business Communication: Theory and Application , Richard D. Irwin Inc. Illinois. Ludlow,Ron.(1995) The Essence of Effective Communication, Prentice , New Delhi. • M. Ashraf, Rizvi (2006) Effective Technical Communication Tata McGraw Hill Martson, John E. 1963) The Nature of Public Relations, McGraw Hill, New Delhi. Majumdar,P.K.(1992) Commentary on the Consumer protection Act, Prentice, New Delhi. • McQuail, Denis (1975), Communication, Longman. Merrihue, William (1960) Managing by Communication, McGraw Hill, New York. • Mishra Rajiv K (2006) Code of Conduct for Managers Rupa Company Monippalli, M.M. (1997), The Craft of Business Letter Writing, T.M.H. New Delhi. • The Human Connection, McGraw Hill,New York. Murphy, Herta and Hilde Brandt, Herbert W (1984) Effective Business Communication, McGraw Hill, New York. Parry, John (1968) The Psychology of Human Communication. Parson, C.J. and Hughes (1970) Written Communication for Business Students, Great Britain. • Peterson, Robert A and Ferrell, O.C (2005) Business Ethics: New Challenges for Business Schools and Corporate Leaders Prentice Hall of India Pvt., Ltd Phillip, Louis V. (1975) Organisational Communication- The Effective Management, Columbus Grid Inc. • Ross, Robert D. (1977) The Management of Public Relations, John Wiley and Sons, U.S.A. • Sadri Sorab, Sinha Arun and Bonnerjee peter (1998) Business Ethics: Concepts and Cases Tata McGraw Hill Public Company Limited Shekhar, R.C (1997) • Ethical Choices in Business Response Books Stephenson, James (1988) • Principles and Practice of Commercial Correspondence, Pilman and Sons Ltd. London. • Shurter, Robert L. (1971) Written Communication
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FY BMS	Semester I (Theory)
RJCUBMS105 New Trends in Environmental Management	<ul style="list-style-type: none"> • Eco-technology for Pollution Control and Environmental Management by Trivedy R.K. and Arvind Kumar. • Williams, Paul T. (2013) Waste treatment and disposal, John Wiley Publishers. • Berkowitz, A.R., Nilon, C.H. and Hollweg, K.S. (eds.). 2003. Understanding urban ecosystems: a new frontier for science and education. Springer Science & Business Media. • D'Monte D. 1985. Industry versus Environment Temples or Tombs. Three Controversies, Delhi, CSE. • Douglas, I. 2012. Peri-urban ecosystems and societies: transitional zones and contrasting values. In The Peri-urban Interface (pp. 41-52). Routledge. • Kopecká, M., Nagendra, H. and Millington, A. 2018. Urban Land Systems: An Ecosystems Perspective.

F.Y.B.M.S. Syllabus Semester I & II

	<ul style="list-style-type: none"> ● Kumar, P. 2009. Assessment of economic drivers of land use change in urban ecosystems of Delhi, India. AMBIO: A Journal of the Human Environment, 38: 35-39. ● Nagendra, H., Sudhira, H.S., Katti, M., Tengö, M. and Schewenius, M. 2014. Urbanization and its impacts on land use, biodiversity and ecosystems in India. INTERdisciplina, 2. ● Pelling, M. and S. Blackburn (eds.). 2003. Megacities and the Coast: Risk, Resilience and Transformation, Abington: Routledge. ● Singh, V.S., Pandey, D.N. and Chaudhry, P. 2010. Urban forests and open green spaces: lessons for Jaipur, Rajasthan India. Jaipur: Rajasthan State Pollution Control Board.
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FY BMS	Semester I (Theory)
RJCUBMS106 Foundation of Human Skills	<p>Organisational behaviour, S.Robbins, Prentice Hall</p> <p>Organisational behaviour, John W.Newstrom and Keith Davis, Tata McGrawhill</p> <p>Organisational behaviour, Fred Luthans, McGrawhill, Newyork</p> <p>Organisational behaviour, K.Aswathappa, Himalaya Publishing House</p> <p>Essentials of management, Koontz,Harold, Tata McGrawhill</p>

FY BMS	Semester I (Theory)
RJCUBMS107 Business Economics - I	<ul style="list-style-type: none"> ● 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)

FY BMS	Semester II (Theory)
RJCUBMS201 Principles of Marketing	<ul style="list-style-type: none"> ● Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi. ● Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi. ● Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.

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	<ul style="list-style-type: none"> ● McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York. ● Pillai R S, Bagavathi, Modern Marketing
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FY BMS	Semester II (Theory)
RJCUBMS202 Industrial Law	<ul style="list-style-type: none"> ● 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

FY BMS	Semester II (Practical)
RJCUBMS203 Business Mathematics	<ul style="list-style-type: none"> ● 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.AmarnathDikshit&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

FY BMS	Semester II (Theory)
RJCUBMS204 Business Communication II	<ul style="list-style-type: none"> ● 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.

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- 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.
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- 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.
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- Black, Sam (1972) Practical Public Relations, E.L.B.S. London.
- Bovee Courtland, L and Thrill, John V (1989) Business Communication, Today McGraw Hill, New York, Taxman Publication.
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	<p>Hall Inc.</p> <ul style="list-style-type: none"> ● French, Astrid (1993) Interpersonal Skills. Sterling Publishers, New delhi. ● 27 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. ● Ghanekar,A(1996) Communication Skills for Effective Management. Everest Publishing House, Pune. ● Graves, Harold F. (1965) Report Writing, Prentice Hall, New Jersey. ● Dipankar (2006) Ethics Incorporated: Top Priority and Bottom Line Response Books ● Krevolin, Nathan (1983) Communication Systems and Procedures for Modern Office, Prentice Hall, New Jersey. ● Lesikar, Raymond V and Petit, John D.(1994) Business Communication: Theory and Application , Richard D. Irwin Inc. Illinois. ● Ludlow,Ron.(1995) The Essence of Effective Communication, Prentice , New Delhi. ● 36.M. Ashraf, Rizvi (2006) Effective Technical Communication Tata McGraw Hill ● Martson, John E. 1963) The Nature of Public Relations, McGraw Hill, New Delhi. ● Majumdar,P.K.(1992) Commentary on the Consumer protection Act, Prentice, New Delhi. ● McQuail, Denis (1975), Communication, Longman. ● Merrihue, William (1960) Managing by Communication, McGraw Hill, New York. 41.Mishra Rajiv K (2006) Code of Conduct for Managers Rupa Company ● Monippalli, M.M. (1997),The Craft of Business Letter Writing, T.M.H. New Delhi. ● Montagu,A and Matson , Floyd(1979) The Human Connection, McGraw Hill,New York. ● Murphy, Herta and Hilde Brandt, Herbert W (1984) Effective Business Communication, McGraw Hill, New York. ● Parry, John (1968) The Psychology of Human Communication. ● Parson, C.J. and Hughes (1970) Written Communication for Business Students, Great Britain. ● Peterson, Robert A and Ferrell, O.C (2005) Business Ethics: New Challenges for Business Schools and Corporate Leaders Prentice Hall of India Pvt., Ltd ● Phillip, Louis V. (1975) Organisational Communication- The Effective
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	<p>Management, Columbus Grid Inc. 49.. Ross, Robert D. (1977) The Management of Public Relations, John Wiley and Sons, U.S.A.</p> <ul style="list-style-type: none"> ● Sadri Sorab, Sinha Arun and Bonnerjee peter (1998) Business Ethics: Concepts and Cases Tata McGraw Hill Public Company Limited ● Shekhar, R.C (1997) Ethical Choices in Business Response Books ● Stephenson, James (1988) Principles and Practice of Commercial Correspondence, Pilman and Sons Ltd. London. ● 53.. Shurter, Robert L. (1971) Written Communication in Business, McGraw Hill, Tokyo
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FY BMS	Semester II (Theory)
RJCUBMS205 Community Building and Corporate Governance	<ul style="list-style-type: none"> ● Laura P. Hartman, Joe DesJardins, Business Ethics, McGraw Hill, 2nd Edition ● C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010 ● Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2nd Edition ● Richard T DeGeorge, Business Ethics, Pearson, 7th Edition ● Corporate Social Responsibility (CSR), Corporate Governance, Sustainable Development and Corporate Ethics/Business Ethics, Prof. (Dr.) C. U. Saraf, Himalaya Publishing House, 2018 ● Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008 ● S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010 ● Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

FY BMS	Semester II (Practical)
RJCUBMS206 Introduction to Cost Accounting	<ul style="list-style-type: none"> ● Cost Accounting-Principles and Practice; Arora M.N: Vikas, New Delhi. ● Cost Accounting; Jain S.P. and Narang K.L: Kalyani New Delhi. ● Principles of Management Accounting; Anthony Robert, Reece, et al: Richard D. Irwin Inc. Illinois. ● Cost Accounting - A Managerial Emphasis; Prentice-Hall of India, Horngren, Charles, Foster and Datar: New Delhi

FY BMS	Semester II (Theory)
RJCUBMS207 Principles of Management	<ul style="list-style-type: none"> ● Principles of Management , Ramasamy , Himalya Publication , Mumbai ● Principles of Management , Tripathi Reddy , Tata McGraw Hill ● Management Text & Cases , VSP Rao , Excel Books, Delhi ● Management Concepts and OB , P S Rao & N V Shah , Ajab Pustakalaya ● Essentials of Management , Koontz II & W , McGraw Hill , New York ● Principles of Management-Text and Cases –Dr.M.Sakthivel Murugan,

F.Y.B.M.S. Syllabus Semester I & II

	New Age Publications
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Scheme of Examinations

1. Two Internals of 20 marks each. Duration 30 min for each.
2. One External (Semester End Examination) of 60 marks. Duration: 2 hours.
3. Minimum marks for passing Semester End Theory and Practical Exam is 40 %.
4. Students must appear at least one of the two Internal Tests to be eligible for the Semester End Examination.
5. For any KT examinations, there shall be ODD-ODD/EVEN-EVEN pattern followed.
6. HOD's decision, in consultation with the Principal, shall remain final and abiding to all.

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Evaluation and Assessment

Evaluation: Total marks per course - 100

CIA- 40 marks

CIA 1: Written test -20 marks

CIA 2: Written Test / Assignment /Presentation/ Group Discussion/ Role Play/ Report -20 marks

Semester End Examination – 60 marks

Question paper covering all units

Mapping of the course to employability/ Entrepreneurship/skill development

Course Name	Course Code	Unit No. and Topics	Focus Area
Introduction to Financial accounts	RJCUBMS101	Unit I Introduction To Accounting	Employability and Entrepreneurship
		Unit II Accounting Transactions	Employability and Entrepreneurship
		Unit III Depreciation Accounting And Trial Balance	Employability and Entrepreneurship
		Unit IV Final Accounts	Employability and Entrepreneurship
		Unit V Financial Statement Analysis	Employability, Entrepreneurship and Skill development
Business Law	RJCUBMS102	Unit I Contract Act, 1872 Sale of Goods Act, 1930	Negotiation Skill
		Unit II Negotiable Instrument Act, 1981 Consumer Protection Act, 1986	Employability Skill & Entrepreneurship Skill
		Unit III Company Law	Employability & Entrepreneurship Skill
		Unit IV Intellectual Property Rights (IPR)	Employability & Entrepreneurship Skill
Business Statistics	RJCUBMS103	Unit I Introduction to Statistics and Measures of Central Tendency	Analytical Skill development and employability
		Unit II Measures of Dispersion, Co-Relation and Linear Regression	Analytical Skill development (Decision making, estimation), basic ideas of graph plotting, how to build statistical models of relationships for better understanding.
		Unit III Time series and Index numbers	Entrepreneurship and decision making

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		Unit IV Probability and Decision Theory	Entrepreneurship and decision making
Business Communication I	RJCUBMS1 04	Unit I Theory of Communication	Analytical skills & Skill development
		Unit II Obstacles to Communication in Business World	Evaluative skills, Application skills, Skill development & Persuasive skills
		Unit III Business Correspondence	Skill development (Content drafting) & Language Building
		Unit IV Language and Writing Skills	Language building, Skill development (drafting) & Employability
New trends in environmental management	RJCUBMS1 05	Unit I Introduction to Environmental Management	SKILL DEVELOPMENT (Knowledge / awareness
		Unit II Introduction to Innovation	Entrepreneurship (analytical skills)
		Unit III Disaster Management	Entrepreneurship and skill development
		Unit IV Global Environmental Concerns and Planning of Settlements	Employability and Entrepreneurship
Foundation of Human Skills	RJCUBMS1 06	Unit I Understanding of Human Nature	Analytical skill wrt human behavior
		Unit II Introduction to Group Behaviour	Team spirit, Conflict management skills,
		Unit III Organizational Culture and Motivation at Workplace	Adaptation skills Motivating skills
		Unit IV Organisational Change, Creativity & Development and Work Stress	Entrepreneurial skills
Business Economics I	RJCUBMS1 07	Unit I Introduction to Business Economics	Skill Development (Knowledge / awareness)

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		Unit II Demand Analysis	Employability and Skill Development (Knowledge Enhancement/ awareness)
		Unit III Supply and Production decisions	Employability and Skill Development (Knowledge Enhancement/ awareness)
		Unit IV Market structure	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
		Unit V Pricing Practices	Skill Development (Knowledge / awareness), Employability and Entrepreneurship (Apply concepts in own business or in job)
Principles of marketing	RJCUBMS2 01	Unit Introduction to Marketing	Employability & Entrepreneurship Skill
		Unit II Marketing Environment, Research and Consumer Behaviour	Entrepreneurship
		Unit III Marketing Mix	Skill Development, Entrepreneurship development
		Unit IV Segmentation, Targeting and Positioning and Trends In Marketing	Marketing skill development, Entrepreneurship
Industrial Law	RJCUBMS2 02	Unit I Law related to Industrial Relation	Employability Skill Negotiation Skill
		Unit II Law related to Health, Safety and Welfare	Employability & Entrepreneurship Skill Employability Skill
		Unit III Social Legislation	Employability & Entrepreneurship Skill
		Unit IV law related to Compensation Management	Negotiation & Entrepreneurship Skill Negotiation & Entrepreneurship Employability &

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			Entrepreneurship Skill
Business Mathematics	RJCUBMS2 03	Unit I Elementary Financial Mathematics	Employability entrepreneurship Analytical skill development
		Unit II Matrices and Determinants	Entrepreneurship Analytical skill development
		Unit III Derivatives and Applications of derivatives	Entrepreneurship Analytical skill development
		Unit IV Numerical Analysis	Analytical skill development and Decision making
Business Communication II	RJCUBMS2 04	Unit I Presentation Skills	Skill development, Aesthetic skills, Public speaking & Persuasive skills
		Unit II Group Communication	Skills development, Personal Grooming, Aesthetic skills, Presentation skills in formal situations, Persuasive skills & Employability
		Unit III Business Correspondence	Theoretical knowledge, Content development, Language enhancement, Skill development (content drafting) & Language building
		Unit IV Language and Writing Skills	Theoretical knowledge, Content development, Skill development (content drafting) & Persuasive skills (written form)
Community Building and Corporate Governance	RJCUBMS2 05	Unit I Introduction to Community Building and Development	Entrepreneurship (team work)
		Unit II Social Legislation	Entrepreneurship
		Unit III Business Ethics and Corporate Social Responsibility	Entrepreneurship
		Unit IV Indian Constitution – An Overview	Skill development

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Introduction to Cost Accounting	RJCUBMS2 06	Unit I Introduction	Accounting skill/Analytical skill
		Unit II Elements of Cost	Employability /Analytical skill
		Unit III Cost Projection	Accounting skill/Analytical skill
		Unit IV Emerging Cost Concepts	Entrepreneurship/ Employability / Analytical skill
Principles of Management	RJCUBMS2 07	Unit I Nature of Management	Basic managerial skills, Employability skills
		Unit II Planning & Decision Making	Entrepreneurial skills
		Unit III Organizing	Organizing skills and entrepreneurial skills
		Unit IV Directing, Leadership, Co-ordination & Controlling	Leadership skills, skill on social responsibility