



Smt. P. D. Hinduja Trust's

K. P. B. HINDUJA COLLEGE OF COMMERCE

- NAAC Re-accredited with "A+" Grade CGPA: 3.59 •

Autonomous Minority Institution
(Affiliated to University of Mumbai)

Sindhi Linguistic Minority Institution



REGISTERED ADDRESS:

315, New Charni Road, Charni Road East,
Opera House, Girgaon, Mumbai, Maharashtra 400004



CURRENT ADDRESS:

Sadhana House, 570 Pandurang Budhkar Marg,
Behind Mahindra Towers, Worli, Mumbai - 400018



CONTACT DETAILS:

Tel: 022-4098-9000 (100 Hunting lines)



EMAIL:

info@hindujacollege.com



WEBSITE:

www.hindujacollege.edu.in/

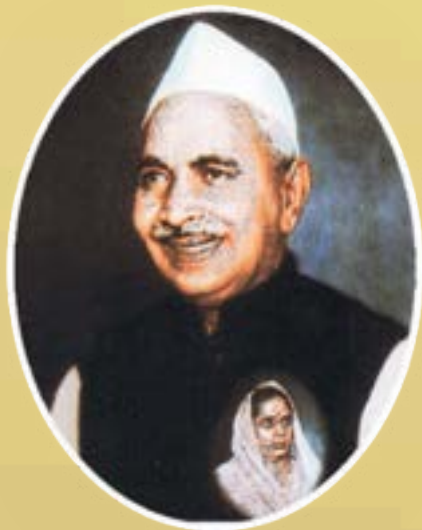
HANDBOOK

2026-2027





Founder Shri. Parmamand Deepchand Hinduja (1901 -1971)



Shri. Parmanand Deepchand Hinduja was a harmonious blend of philanthropy and mercantile activities. He believed in setting aside a portion of the profits from his businesses for charitable activities, especially in the fields of education and healthcare which he considered to be the fundamental right of every human being. His social consciousness, vision and magnanimity inspired the establishment of K.P.B. Hinduja College of Commerce in 1974.

We, at the College remain inspired by the great soul and commit ourselves to be steered
by his fundamentals :

Work to Give

A Word Is a Bond

Act Local, Think Global

Partnership for Growth

Advance Fearlessly



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Managing Trustees



Shri. Prakash P. Hinduja
Chairman, Hinduja Group (Europe)



Shri. Ashok P. Hinduja
Chairman, Hinduja Group of Companies
(India)



Mr. Shom A. Hinduja
President,
Alternative Energy and Sustainability,
Hinduja Group



Mr. Prashant Asher
Independent Director



Namrata Hinduja



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Director & Advisor Message



Dear Students,

Welcome to Hinduja College, where education goes beyond textbooks and nurtures innovation, creativity, and independent thinking. We believe every student has unique potential, and our aim is to help you discover, develop, and excel in your chosen path.

At Hinduja College, academic excellence is blended with professional learning in a dynamic environment. Through quality education, new initiatives, and emerging technologies, we prepare you for future opportunities with confidence.

Your growth and well-being remain central to our mission. With dedicated faculty, meaningful student-teacher interaction, and personalised guidance, we strive to create an enriching learning experience.

Our college is recognised for strong academic results and a legacy of excellence in Mumbai. Alongside academics, we encourage social responsibility, empathy, environmental awareness, and active citizenship.

Whether you aspire to become a leader, pursue a specialised career, or explore new possibilities, Hinduja College offers you the platform to achieve your goals.

We warmly welcome you to this transformative journey.

Dr. Minu Madlani



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Principal's Message



Dear Students,

It gives me immense pleasure to welcome you to K.P.B. Hinduja College of Commerce, an institution known for academic excellence, values-based education, and holistic development. As you begin this exciting new chapter, I warmly welcome you to a campus that nurtures talent, encourages innovation, and prepares students for a changing world.

Established in 1974, Hinduja College is guided by the inspiring philosophy of our founder, Shri Parmanand Deepchand Hinduja: "My Dharma is to work so that I can give." This spirit of service and dedication continues to shape our vision.

At Hinduja College, we are committed to creating a student-centric environment with strong industry connect and a global outlook. Along with academics, we encourage participation in leadership opportunities, cultural activities, sports, social outreach, and skill-building initiatives for all-round growth.

This brochure has been designed as a ready-reckoner for first-year students. It introduces you to the college's history, values, committees, student bodies, and important details about your programme. We hope it will guide you as you begin your college journey.

I encourage each one of you to dream big, remain curious, work hard, and make meaningful contributions to society. Your years at Hinduja College will be a journey of learning, friendships, self-discovery, and growth.

I wish you every success and a memorable student life ahead.

Prof. (Dr.) Navin M. Punjabi



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CO - ORDINATORS



Dr. Antara Sonawane Sarode
Chief Coordinator – Professional Programmes (UG & PG),
K. P .B. Hinduja College of Commerce, Mumbai (Autonomous)



Dr. Jagruti Darji,
Assistant Coordinator – Professional Programmes (UG & PG),
K. P .B. Hinduja College of Commerce, Mumbai (Autonomous)

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Overview of The Student Handbook

Welcome to K.P.B. Hinduja College of Commerce – your gateway to a vibrant and enriching academic journey. This handbook serves as your comprehensive guide to understanding everything our institution has to offer.

Designed to help you make informed decisions, it provides valuable insights into our academic programs, core values, campus culture, and the wide range of opportunities available for your intellectual and personal growth.

It provides essential information on academics, and student life, helping you begin your journey with confidence. At Hinduja College, we believe informed and motivated students are key to a rewarding educational experience, and this guide is your first step toward a rewarding and successful educational experience with us.



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Motto, Vision & Mission of the College

MOTTO

Guided by its motto, "Character is Supreme," the College aligns all its activities toward holistic student development. It is committed to nurturing character and personality without discrimination, instilling secular values such as integrity, social justice, ethics, and reason, and fostering resilience to face life's challenges.

The College also prepares students for diverse careers in business by providing quality education, career direction, and a broad, humane outlook, enabling them to take on responsible roles in banking, finance, media, management, and industry.



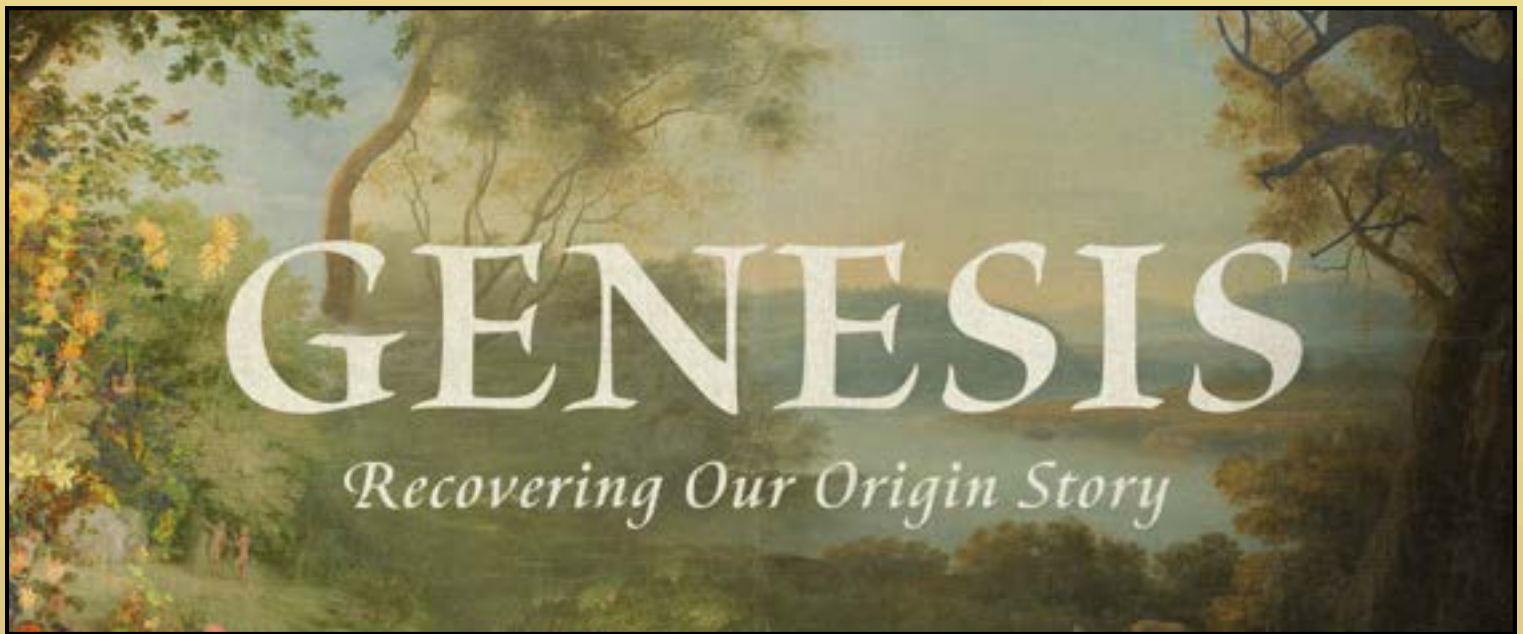
To empower students not only to excel but also to outshine.

To inculcate the values of hard work, diligence and determination and above all, the will to succeed through a holistic and multi-pronged approach.



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K.P.B. Hinduja College of Commerce, established in 1974 by the visionary industrialist Late Shri Parmanand Deepchand Hinduja, reflects his philanthropic commitment to education and healthcare as fundamental human rights. Recognized as a premier institution in Mumbai, the College has received several accolades, including the University of Mumbai's 'Best College Award' (2010-11) and the UGC's 'College with Potential for Excellence' status (2016). It was re-accredited with an 'A+' Grade by NAAC in 2017 and granted autonomous status from 2022-23, with NEP 2020 implemented from 2023-24.

With over 6,000 students, 70 full-time and 45 visiting faculty, the College offers 15 academic programmes from junior college to postgraduate and doctoral levels. It is dedicated to preparing students for responsible careers in commerce, banking, insurance, and industry. To achieve its goals, the College emphasizes excellence in academics alongside industry-oriented skill development. It offers a range of value-added courses such as Diamond Cutting, Cyber Law, Stock Market Operations, CFP, Entrepreneurship, Digital Media Marketing, Event Management, ERP, CRM, and Computer Applications. Students are also exposed to the real world of commerce through guest lectures by industry experts, industrial visits, field trips, and internships.

Aligned with its motto, "Character is Supreme," the College fosters social responsibility through extension activities like NSS, NCC, DLLE, and the Nature Club, nurturing commitment, service, and responsible citizenship among students.

***"In the world of business, the only constant is change.
Embrace it, adapt to it, and thrive in it."***

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AUTONOMY & NEP



About Autonomy:

K.P.B. Hinduja College of Commerce was granted Autonomous Status by the UGC in July 2022, enabling it to design and update curricula in line with evolving industry and societal needs. The College actively promotes research among faculty and students, while also encouraging community service, extension activities, and socially relevant projects.

National Education Policy (NEP) 2020:

In line with directives from the Government of Maharashtra, the College implemented NEP 2020 from the academic year 2023–24, following UGC guidelines (12 December 2022) and the Government Resolution dated 20 April 2023.

Salient Features of NEP 2020

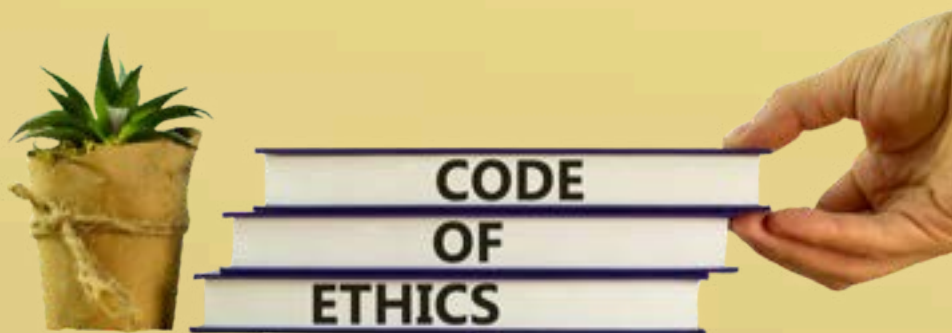
- **Multidisciplinary Learning:** Offers a flexible curriculum that enables students to choose subjects across disciplines, bridging arts, humanities, sciences, and commerce.
- **Critical Thinking Focus:** Emphasizes conceptual clarity and analytical skills over rote learning.
- **Skill & Vocational Development:** Integrates practical skills and vocational training to enhance employability and promote entrepreneurship.
- **Assessment Reforms:** Adopts continuous, competency-based evaluation for a more holistic assessment of student learning.
- **Inclusion and Equity:** Promotes equal access to quality education, addressing gender and social disparities and supporting marginalized groups, including students with disabilities.
- **Research and Innovation:** Encourages a strong research culture through dedicated centres and active student–faculty engagement in innovation.
- **Internationalization:** Enhances global exposure through academic collaborations, exchange programmes, and international partnerships.
- **Implementation:** NEP 2020 is being introduced in phases across institutions, including the University of Mumbai, laying the foundation for a more inclusive, flexible, and future-ready education system.

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Conduct and Ethics



Behavior

In our College, behavior and professionalism go hand in hand. We prioritize a culture of respect, integrity, and collaboration. Your behavior in the College is not only a reflection of yourself but also a representation of our collective commitment to excellence.

- Minimum 75% attendance in lectures in each subject is mandatory according to Ordinance No. 6086 of the University of Mumbai. Disciplinary action will be taken against students defaulting in attendance.
- Punctuality in attending lectures must be observed by students. Students must join the class within the first 05 minutes of the commencement of the lecture.
- A Notepad/Notebook and Pen must be carried by students to take down notes and instructions.
- Students are expected to be dressed appropriately during lectures.
- During offline lectures students must mute their mobile phones and during online lectures they must mute their microphones unless instructed otherwise by the faculty.
- Students must keep their camera on throughout an online class.
- In an online class, students may either type their queries in the 'Chat' window or use the option of the 'Raised Hand' feature.
- Any kind of indiscipline or use of improper language in the classroom is strictly prohibited and will warrant firm disciplinary action.

Together, let's create an environment where everyone feels valued, supported, and inspired to bring their best selves to the Institution each day.

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Conduct and Ethics

RAGGING FREE CAMPUS



Attendance

Students must attend all lectures, tutorials, and practicals as per University of Mumbai regulations, with a minimum of 75% attendance each semester. Failure to maintain the required attendance, including prolonged absence in any month, may lead to disciplinary action, including removal from the College Roll.

Discipline

Students must carry a valid Identity Card at all times; failure to do so may lead to denial of entry and loss of access to college facilities. In case of loss, a written request must be made to the Principal for a duplicate card.

Students are expected to maintain discipline, respect college property, and keep the परिसर clean. Unauthorized communication with the press regarding college matters is prohibited. Misconduct or indiscipline may result in strict action, including expulsion. Smoking, spitting, and the use of mobile phones on campus are strictly prohibited. Students must be neatly and modestly dressed, and adhere to all University rules.

ANTI – RAGGING

RAGGING IS AN OFFENCE WHICH WILL BE DEALT WITH FIRMLY, RAGGING IS PUNISHABLE UNDER THE 'MAHARASHTRA PREVENTION OF RAGGING ACT'.

The Prohibition of Ragging Act

Ragging is strictly prohibited as it violates fundamental rights and is punishable under law. As defined by the Hon'ble Supreme Court of India, ragging includes any form of verbal, written, or physical conduct that causes harassment, humiliation, psychological harm, or fear among junior students. It includes acts such as forcing juniors to perform tasks, do menial work, answer vulgar questions, view inappropriate content, or engage in activities causing physical or mental harm. Any such behavior will invite strict disciplinary action.

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Hinduja Foundation Prizes & Scholarships



- To enthuse students to excel in academics, sports and cultural activities and instill in them a spirit of healthy competition, as well as to inculcate habits of discipline and regularity, generous Prizes and Scholarships of Rs. 7.5 lakhs have been instituted by the Hinduja Foundation for every academic year. The prizes cover a broad spectrum of achievements which include:

- Best Student of the Year Award (Female)
- Best Student of the Year Award (Male)
- Best Class Representative
- Best Sportsman
- Best Sports woman
- Best Athlete of the College
- Best N.S.S. Volunteer
- Best DLLE Volunteer
- Best N.C.C. Cadet
- Best Student Organizer
- Best Rotaractor



- Hinduja Academic Excellence Award for Consistent Performance throughout F.Y.B.Com., S.Y.B.Com., and T.Y.B.Com., and in the Self-Finance Courses; B.Com(Accounting and Finance), B.Com(Banking and Insurance), Bachelor of Management Studies, Bachelor of Mass Media, B.Sc.(Information Technology), B.Com(Financial Markets), B.Com(Transport Management) and B.Com(Investment Management)
- The Highest Grade in Each Class
- The Highest Marks in Each Subject
- Outstanding Performance in Cultural Activities.

N.B.

- Repeaters and A.T.K.T. students are not eligible for scholarships and freeships.
- Only students whose attendance is satisfactory and good conduct are eligible for Hinduja Foundation Prizes and Scholarships.
- Students are eligible for the Hinduja Foundation Award provided they continue their studies in this college.
- Details of various freeships and scholarships instituted by the Government will be displayed on the college notice-board.



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STUDENT SUPPORT SERVICES



Ms. Asha Ambani
Counsellor



Office

The College Office functions from 9-30 a.m. to 4-30 p.m. on all working days.

Train & Bus Concession Forms

Students seeking train and bus concession forms are required to contact Ms. Yogita S. Humane in the College Office. Forms will be issued during office hours from 10:30 a.m. to 1:30 p.m. on all working days.

Academic Transcripts

Students requiring Academic Transcript should contact the respective staff. Forms will be issued during office hours from 10:30 a.m. to 4:30 p.m. on all working days.

Ms. Kiran S. Dikwalkar
Jr. Clerk
(Aided Section)

Ms. Yogita S. Humane
Jr. Clerk
(Self-Financing Section)

Mr. Sanjiv A. Nikam
Jr. Clerk
(Junior College)

Student Counselling Services

The College provides access to a qualified counsellor to support students' emotional well-being and personal development. Students are encouraged to seek guidance on academic, personal, or emotional concerns. All interactions are handled with strict confidentiality, ensuring a safe and supportive environment for every student. The counsellor is available on Mondays and Fridays from 11:30 a.m. to 2:30 p.m.



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INFRASTRUCTURE FACILITIES



Library

The College Library is well-equipped with the latest publications in commerce, along with books of general interest, journals, periodicals, and newspapers. It is open from 7:00 a.m. to 6:00 p.m. on all working days, and access is permitted only with a valid ID card. Students must return issued books on time to avoid fines. Reference materials, question papers, periodicals, and newspapers are for reading within the library only. Maintaining silence and following library rules, as notified, is mandatory.

Gymkhana

The College provides facilities for sports such as Cricket, Football, Volleyball, Table Tennis, Chess, Carrom, and Throwball. Teams are selected through trials based on merit. Students must adhere to designated timings and maintain discipline. Selected students are encouraged to represent the College in inter-collegiate and external competitions.



Canteen

The College canteen offers hygienic food at reasonable prices.



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COLLEGE COMMITTEES



STATUTORY COMMITTEES

DLLE (Extension Work)	N.S.S.
Examinations Committee	Students' Council & Extra Curricular Activities
IQAC	Unfair Means Enquiry Committee
N.C.C	

NON- STATUTORY COMMITTEES

Academic Calendar	Marathi Mandal
Accountancy Association	Mentoring Committee
Add-on Courses	P.T.A.
Admission Committee	Placement Cell
Alumni Association	Planning and Evaluation Committee
Anti-Ragging Cell	Planning Forum
Attendance & Discipline	Prospectus
CAS Co-ordination Committee	Remedial Teaching (for Slow Learners)
CIC (College Internal Committee)	Research Cell
College Grievance Redressal Committee	Rotaract
Commerce Association	SC/ST Welfare
Counselling Centre	Selection & Prize Distribution
Faculty Welfare & Activities Co-Ordinator	Special Cell (For Students with Special Needs)
Gymkhana, Hiking And Nature Club	Student Welfare & Career Counselling
Library Committee	Study Circle (For Competitive Exams)
Literary & Debating Society	Time Table Committee
Magazine Committee	Women's Development Cell



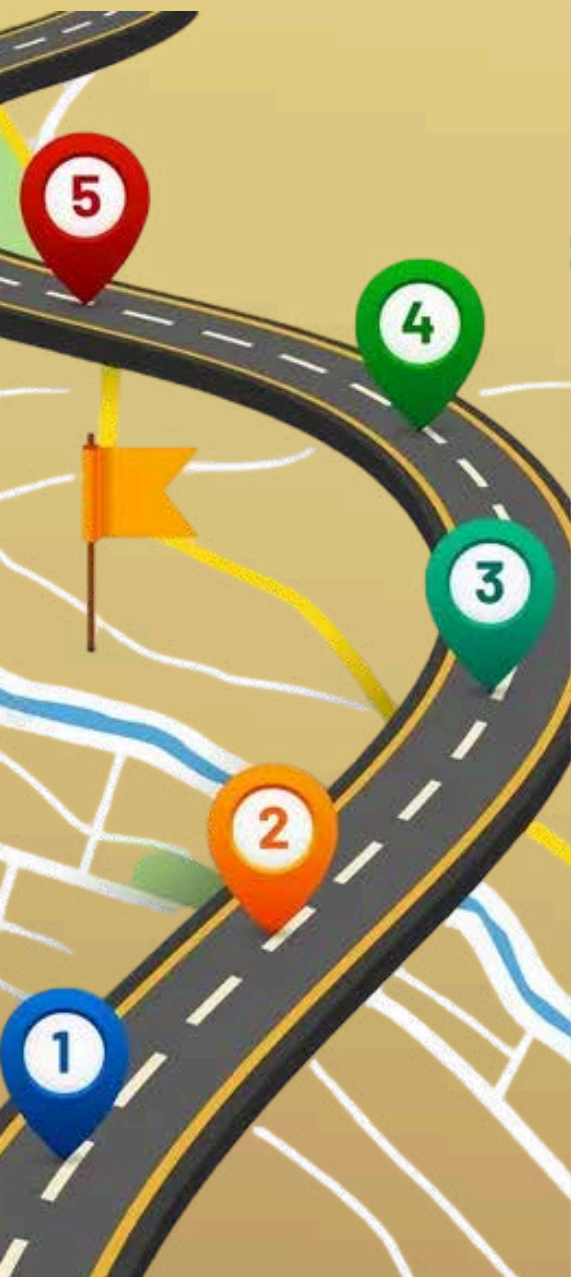
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CAMPUS LOCATION AND ACCESS

The new campus of K.P.B. Hinduja College of Commerce is located at Sadhana House, 570 Pandurang Budhkar Marg, behind Mahindra Towers, Worli, Mumbai – 400018. The campus is well-connected through multiple modes of public and private transport, ensuring convenient accessibility from different parts of Mumbai.



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B.M.S

BACHELOR OF MANAGEMENT STUDIES



BMS



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KNOW YOUR PROGRAMME

B.M.S

BACHELOR OF MANAGEMENT STUDIES



ELIGIBILITY & PASSING CRITERIA

Candidates seeking admission to BMS must have passed Std. XII (or equivalent) from Arts, Science, or Commerce streams.
All admitted students must register with the University of Mumbai.



PASSING STANDARD (NEP 2020)

Students must secure a minimum of 40% separately in both internal and external assessments to pass, with combined marks determining the final result.



CREDIT SYSTEM

The University of Mumbai has introduced the credit system in all the Central, State & Deemed learning centres in the country, under the Universities Five Year Plan.

PERFORMANCE GRADING SCALE

Marks range out of 100	Grade and Grade Description	Grade Points
90 TO 100	O: Outstanding	10
80 TO 89.99	A+ Excellent	9
70 TO 79.99	A: Very Good	8
60 TO 69.99	B+: Good	7
55 TO 59.99	B: Above Average	6
50 TO 54.99	C: Average	5
40 TO 49.99	P: Pass	4
39.99 OR BELOW	F: Fail	0

The performance grading shall be based on the aggregate performance of the Internal Assessment Test and the Semester End Examination.

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KNOW YOUR PROGRAMME

B.M.S

BACHELOR OF MANAGEMENT STUDIES

College examinations are compulsory for all students. No student will be granted any Scholarship, Freeship, Concession or any other similar facilities, unless among other conditions, he/she shows satisfactory performance at various examinations. Any Student found guilty of copying or using unfair means, directly or indirectly in an examination may be denied admission to any class again besides being liable for prosecution. FY/SY students will be promoted to SY/TY respectively after considering the passing standard prescribed as per the University guidelines received from time to time.

Scheme of Examination

1) Degree – Self Financed Programmes

Credit	Semester End Examinations	Internal Examinations
4	60 Marks	40 Marks
2	30 Marks	20 Marks

***NB: Internal Assessment includes tests, presentations, field-based assignments, projects etc.

ATKT Examination: –

There will be ATKT / Repeaters examination for those who failed and Makeup Examination for those who remained Absent on Medical ground.

Revaluation & Verification: –

Rules & procedures for providing photocopies of answer books to the examinee and process of revaluation of the answer books of the examinee who apply for revaluation will be as per university circular from time to time.

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STRUCTURE OF THREE-YEAR B.M.S : F.Y. BMS

Note :

As per the National Education Policy 2020, after completing the third year of undergraduate study, a student may opt to pursue the fourth year either as an Honours programme or as an Honours with Research specialization track, depending on their academic interests and career aspirations. After completing the fourth year of undergraduate education, students can directly pursue a postgraduate degree by successfully completing two semesters (1 year) of advanced coursework, along with research projects in their domain of specialization.

FYBMS					
Semester I			Semester II		
Category	Course Name	Credits	Category	Course Name	Credits
MAJOR 01	Principles of Management	4	MAJOR 01	Business Environment	4
MAJOR 02	Fundamentals of Business Accounting	2	MAJOR 02	Introduction to Management Accounting-I	2
OPEN ELECTIVE 01	Business Law	2	MINOR	Principles of Marketing (Marketing)	2
OPEN ELECTIVE 02	Managerial Economics	2	MINOR	Basics of Financial Services (Finance)	2
VOCATIONAL SKILLS COURSE	Information Technology in Business Management	2	MINOR	Motivation Theories and Practices (HR)	2
SKILL ENHANCEMENT COURSE	Leadership Skills for Managers	2	OPEN ELECTIVE 01	Quantitative Techniques in Business Management	2
ABILITY ENHANCEMENT COURSE	Effective Communication – I	2	OPEN ELECTIVE 02	Industrial Law	2
VALUE EDUCATION COURSE	Digital Literacy	2	VOCATIONAL SKILLS COURSE	Digital Business Management Tools & Techniques	2
INDIAN KNOWLEDGE SYSTEM	Indian Management Thoughts & Practices	2	SKILL ENHANCEMENT COURSE	Critical Thinking and Problem-Solving Skills	2
Co-Curricular Courses	Co-Curricular Courses (Cc)	2	ABILITY ENHANCEMENT COURSE	Effective Communication – II	2
			VALUE EDUCATION COURSE	Indian Constitution	2
			Co-Curricular Courses	Co-Curricular Courses (CC)	2

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STRUCTURE OF THREE-YEAR B.M.S : S.Y. BMS

The following tables provide details of the courses for the **Academic Year 2026-27**. Each semester, students are expected to earn a **total of 22 credits**, as per the guidelines of the Maharashtra State.

SYBMS					
Semester III			Semester IV		
Category	Course Name	Credits	Category	Course Name	Credits
MAJOR 01	Business Research Methods	4	MAJOR 01	Organisation Behaviour and HRM	4
MAJOR 02	Introduction to Management Accounting-II	4	MAJOR 02	Business Planning and Entrepreneurship Management	4
MINOR 01	Consumer Behaviour (Marketing)	4	MINOR 01	Advertising (Marketing)	4
MINOR 02	Auditing (Finance)	4	MINOR 02	Corporate Finance (Finance)	4
Open Elective	Artificial Intelligence for Business	2	Open Elective	Design Thinking for Managers	2
Vocational Skill Course	Production and Quality Management	2	Vocational Skill Course	Selling & Negotiation Skills	2
Skill Enhancement course	Corporate Etiquettes and Professional Grooming	2	Ability Enhancement Course 01	Hindi	2
Ability Enhancement Course	Hindi	2	Ability Enhancement Course 02	Marathi	2
Ability Enhancement Course	Marathi	2	Co-Curricular Courses	Co-Curricular Courses (CC)	2
Co-Curricular Courses	Co-Curricular Courses (CC)	2	Field Project	Field Project	2

Note: As per the **National Education Policy 2020**, after completing the third year of undergraduate study, a student may opt to pursue the **fourth** year either as an **Honours programme** or as an **Honours with Research specialization track**, depending on their academic interests and career aspirations.

After completing the fourth year of undergraduate education, students can directly pursue a **postgraduate degree** by successfully completing **two semesters (1 year)** of advanced coursework, along with research projects in their domain of specialization.

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STRUCTURE OF THREE-YEAR B.M.S : T.Y. BMS

The following table provide details of the courses for the Academic Year **2026-27**. Each semester, students are expected to earn a total of 22 credits, as per the guidelines of the Maharashtra State.

TYBMS					
Semester V			Semester VI		
Category	Course Name	Credits	Category	Course Name	Credits
MAJOR 01	LOGISTICS AND SUPPLY CHAIN MANAGEMENT (CORE)	4	MAJOR 01	OPERATION RESEARCH	4
MAJOR 02	INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT (FIN) OR E – COMMERCE DIGITAL MARKETING (MKT)	4	MAJOR 02	CORPORATE RESTRUCTURING (FIN) OR BRAND MANAGEMENT (MKT)	4
MAJOR 03	FINANCIAL ACCOUNTING (FIN) OR CUSTOMER RELATIONSHIP MANAGEMENT (MKT)	4	MAJOR 03	STRATEGIC FINANCIAL MANAGEMENT (FIN) OR RETAIL MARKETING (MKT)	4
MINOR 01	DIRECT & INDIRECT TAXES (FIN) OR SERVICE MARKETING (MKT)	4	MINOR 01	INTERNATIONAL FINANCE (FIN) OR INTERNATIONAL MARKETING (MKT)	4
VOCATIONAL SKILLS COURSE	MANAGEMENT INFORMATION SYSTEM (MIS)	2	MINOR 02	PROJECT MANAGEMENT (FIN) OR MEDIA PLANNING & MANAGEMENT (MKT)	2
FIELD PROJECT (FP)	FIELD PROJECT	2	OJT	ON THE JOB TRAINING	4
CEP	COMMUNITY ENGAGEMENT PROGRAMME	2			

Note:

As per the **National Education Policy 2020**, after completing the third year of undergraduate education, students can directly pursue a **postgraduate degree by successfully completing two semesters (1 year)** of advanced coursework, along with research projects in their domain of specialization.

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PROGRAMME DETAILS

A

Programme Overview

Name, Overview of the programme

Brief Introduction

B

Programme Details

Programme Outcomes (POs)

C

Faculty Profile

Name

Qualification Experience

Specialization Brief profile

D

Research and Publications

Areas of Research

Publications

Funded Research Projects

E

Faculty & Subject Details

TYBMS Subjects & Faculty Details

Syllabus

F

Best Practices & Future Plans

Unique initiatives of your Programme

Innovative teaching or research practices

Academic expansion

Research goals

Contact Details

- **Dr. Antara Sonawane – Programme Chief Coordinator**



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A. PROGRAMME OVERVIEW

About Bachelors in Management Studies

The Bachelor of Management Studies (BMS) is a comprehensive undergraduate programme designed to develop students into confident, industry-ready management professionals. The programme provides a strong foundation in business management, finance, marketing, human resources, entrepreneurship, operations, and business analytics, while also developing essential communication, leadership, problem-solving, and decision-making skills.

Through a combination of classroom learning, practical projects, case studies, presentations, internships, industry interactions, and skill-based activities, students gain both theoretical knowledge and practical exposure to the business environment.

The programme prepares students to understand how organisations operate, analyse business challenges, develop effective strategies, and make informed managerial decisions. It also encourages innovation, entrepreneurship, digital proficiency, and professional development, enabling students to adapt to the rapidly changing corporate landscape.



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B. PROGRAMME DETAILS

B.M.S

BACHELOR OF MANAGEMENT STUDIES

Programme Outcomes (POs):

PO1: Apply fundamental concepts and principles of management, business, finance, marketing, human resources, and operations in real-world organisational contexts.

PO2: Demonstrate analytical and critical-thinking skills to identify, evaluate, and solve complex business and managerial problems.

PO3: Communicate effectively through written, verbal, digital, and presentation skills in diverse professional environments.

PO4: Demonstrate leadership, teamwork, interpersonal skills, and the ability to work effectively in diverse organisational settings.

PO5: Utilise digital technologies, business tools, and data-driven approaches to support effective managerial decision-making.

PO6: Apply creativity, innovation, and entrepreneurial thinking to identify opportunities and develop sustainable business solutions.

PO7: Demonstrate ethical, professional, and socially responsible behaviour while making business and managerial decisions.





FACULTY PROFILE

**Name:**

Dr. Antara Sonawane

**Subjects taught:**

Marketing, Leadership & Management

**Educational qualifications:**

Ph. D, M. Phil, MBA (Marketing), M. Com

**Years of experience:**

10 Years (Teaching)

**Area of specialization:**

Marketing, Management, CRM



Dr. Antara Sonawane Sarode is an accomplished academician and an integral part of the academic leadership at K. P. B. Hinduja College of Commerce. She currently serves as the Chief Programme Coordinator – Undergraduate and Postgraduate Professional Programmes, contributing significantly to the academic and administrative development of the institution. With her expertise in management education, she has been actively involved in mentoring students and guiding them towards academic and professional excellence. Her commitment to innovation, experiential learning and industry-oriented education reflects her vision for creating future-ready graduates. She has also contributed to academic initiatives beyond the institution, including serving as an expert on Boards of Studies. Through her leadership, guidance and dedication, she continues to inspire students and contribute meaningfully to the growth of higher education.



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FACULTY PROFILE

**Name:**

Dr. Jagruti Darji

**Subjects taught:**

Management accounting, Corporate finance

**Educational qualifications:**

Ph. D, M. Phil, M. Com, MBA, NET, DFM

**Years of experience:**

15 + Years

**Area of specialization:**

Finance, Accounts, Commerce



Dr. Jagruti B. Darji is a highly accomplished academician, educator, researcher, and finance professional with over two decades of experience in higher education. She currently serves as an Assistant Professor in Accountancy and Finance at K. P. B. Hinduja College of Commerce, Mumbai, where she has been contributing to academic excellence since July 2012. In addition to her teaching responsibilities, she is actively involved in academic coordination as Assistant Coordinator for the Department of Integrated Professional Degree Programme and M.Com. (Advanced Accountancy).

She possesses a strong academic foundation, holding a Ph.D. from the University of Mumbai and qualifying the UGC-NET examination. Her educational qualifications also include an M.Phil., Diploma in Financial Management, M.Com., and B.Com., reflecting her continuous commitment to academic and professional development. With extensive teaching experience, Dr. Darji has served as a lecturer and visiting faculty at several reputed educational institutions, including Bhavan's Hazarimal Somani College, K.C. College, and Lala Lajpatrai College. Her areas of expertise include Accountancy, Finance, Commerce, research, and higher education. Her professional journey reflects a strong commitment to academic excellence and a continuous effort to contribute meaningfully to the fields of commerce, finance, research, and higher education.



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FACULTY PROFILE

**Name:**

Adv. Kalpana Shah

**Subjects taught:**

Business Law, Corporate Law

**Educational qualifications:**

LLB, M. Com

**Years of experience:**

10 Years (Teaching)

**Area of specialization:**

Law, Commerce and Management



Adv. Kalpana Shah is a distinguished legal professional and academician based in Mumbai, with experience spanning the fields of law and education. She is associated with the academic fraternity and has contributed to nurturing students through her teaching and professional expertise. A graduate of Narsee Monjee College of Commerce and Economics, she has built a strong foundation in commerce and law. Her professional experience as an advocate has provided her with valuable practical exposure to the legal system. She brings together academic knowledge and real-world legal insights, creating a meaningful learning experience for students. Her commitment to education reflects her passion for guiding young minds and encouraging critical thinking. Through her multifaceted professional journey, she continues to inspire students to develop confidence, awareness and a strong understanding of the world around them.



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FACULTY PROFILE

**Name:**

Ms. Sana Navsariwala

**Subjects taught:**

Data Science, Cyber security

**Educational qualifications:**

M.Sc(Physics), M.Sc.I.T, MBA(Finance), LLB

**Years of experience:**

14 Years

**Area of specialization:**

Data Analysis, Computer science



Ms. Sana Navsariwala is an accomplished educator and corporate trainer with 14+ years of academic teaching and professional training experience. She has taught at several reputed institutions, including SIMSREE, BSE Institute, K.P.B. Hinduja College of Commerce, KC College, Jai Hind College, Sydenham College, Institute of Science, Elphinstone College and St. Xavier's College.



Her expertise spans Data Science, Data Analytics, Information Technology, Programming, Finance, Cyber Security and Cloud Computing, complemented by strong experience in curriculum development, project management, workshop delivery and corporate training. She has also delivered specialized training for organizations such as State Bank of India and IIT Bombay, including workshops in Data Analytics, IT, Data Science, Finance and Cyber Security. With a strong blend of academic knowledge, technical expertise and industry-oriented training experience, she focuses on creating practical and engaging learning experiences that help students and professionals develop relevant skills for the evolving digital and financial landscape.



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FACULTY PROFILE

**Name:**

Mrs. Fatema Modi

**Subjects taught:**

Brand Building, Media Planning

**Educational qualifications:**

M. Com (Management), EMBA

**Years of experience:**

17 Years

**Area of specialization:**

Marketing, Management



Mrs. Fatema Modi is a Mumbai-based educator and marketing professional who believes that teaching and learning are inherently mutual processes. She brings this belief to life in each of her lectures through a practical approach. An Executive MBA and Master of Commerce graduate, Fatema has also contributed to academia as a University of Mumbai paper setter and moderator, while mentoring students through academic projects and competitive platforms. With close to two decades of academic experience, she has taught at leading Mumbai colleges and in higher education programmes, engaging students in subjects spanning marketing, media planning and buying, brand management, consumer behaviour, advertising, research, public relations, e-commerce, and management. Her academic journey is complemented by professional experience in brand sales, business development and human resources, allowing her to bring a strong real-world perspective into the classroom. Her approach to education is rooted in curiosity, adaptability and constant evolution, combining meaningful classroom interaction with emerging technologies and contemporary industry practices to create learning that remains relevant, practical and engaging.



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FACULTY PROFILE

**Name:**

Mr. Tejasvi Khatri

**Subjects taught:**

Influencer Marketing, Social Media Ads

**Educational qualifications:**

M. A (Communication & Journalism)

**Years of experience:**

10 Years (Teaching)

**Area of specialization:**

Digital Marketing, Media and Journalism



Mr. Tejasvi is a Media and Communication educator/story-teller for Higher Education colleges. A Mumbai-based educator and PhD researcher exploring Bookstagram at Pacific University. Passionate storyteller with over a decade shaping minds in media, management, communication, journalism, advertising, PR, films, and photography. As Visiting Faculty across 20+ colleges, have trained 4000+ learners of all ages through hands on courses. Have held Department In-Charge and Course Coordinator positions at Wilson College and University of Mumbai. My expertise spans curriculum implementation, research investigations, academic writing and editing, digital media marketing, content creation, creative production, media research, event management, syllabus design, media relations and panel moderation. He is a cinephile, published poet, and bibliophile with a 1500 plus book personal library, I weave narratives into inclusive classrooms. Openly queer and bisexual, I create safe spaces for gender studies. Aspiring to pioneer curricula bridging digital storytelling, influencer marketing, safe space creation, queer narratives and social impact.



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E. FACULTY & SUBJECT DETAILS

B.M.S BACHELOR OF MANAGEMENT STUDIES

FYBMS – SEMESTER I				
Category	Course Name	Credits	Marks	Subject Teacher
MAJOR 01	Principles of Management	4	100	Ms. Fatema Modi
MAJOR 02	Fundamentals of Business Accounting	2	50	Dr. Jagruti Darji
OPEN ELECTIVE 01	Business Law	2	50	Ms. Kalpana Shah (VF)
OPEN ELECTIVE 02	Managerial Economics	2	50	Mr. Sarvesh Parab
VOCATIONAL SKILLS COURSE	Information Technology in Business Management	2	50	Ms. Sana Navsariwala
SKILL ENHANCEMENT COURSE	Leadership Skills for Managers	2	50	Dr. Antara Sonawane
ABILITY ENHANCEMENT COURSE	Effective Communication – I	2	50	Ms. Khyatee Lakhani
VALUE EDUCATION COURSE	Digital Literacy	2	50	Mr. Tejasvi Khatri
INDIAN KNOWLEDGE SYSTEM	Indian Management Thoughts & Practices	2	50	Mr. Abhilash Ashokan (VF)
Co-Curricular Courses	Co-Curricular Courses (Cc)	2	50	

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E. FACULTY & SUBJECT DETAILS

B.M.S BACHELOR OF MANAGEMENT STUDIES

FYBMS – SEMESTER II

Category	Course Name	Credits	Marks	Subject Teacher
MAJOR 01	Business Environment	4	100	Ms. Fatema Modi
MAJOR 02	Introduction to Management Accounting-I	2	50	Ms. Sanmeet Kaur
MINOR	Principles of Marketing (Marketing)	2	50	Ms. Fatema Modi
MINOR	Basics of Financial Services (Finance)	2	50	Mr. Abhilash Ashokan (VF)
OPEN ELECTIVE 01	Quantitative Techniques in Business Management	2	50	Ms. Nimisha Agarwal
OPEN ELECTIVE 02	Industrial Law	2	50	Ms. Kalpana Shah (VF)
VOCATIONAL SKILLS COURSE	Digital Business Management Tools & Techniques	2	50	Ms. Sana Navsariwala
SKILL ENHANCEMENT COURSE	Critical Thinking and Problem-Solving Skills	2	50	Mr. Tejasvi Khatri
ABILITY ENHANCEMENT COURSE	Effective Communication – II	2	50	Ms. Gouri Mohan
VALUE EDUCATION COURSE	Indian Constitution	2	50	Mr. Sarvesh Parab
Co-Curricular Courses	Co-Curricular Courses (CC)	2	50	

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E. FACULTY & SUBJECT DETAILS

B.M.S BACHELOR OF MANAGEMENT STUDIES

SYBMS – Semester III				
Category	Course Name	Credits	Marks	Subject Teacher
MAJOR 01	Business Research Methods	4	100	Ms. Fatema Modi (VF)
MAJOR 02	Introduction to Management Accounting-II	4	100	Dr. Jagruti Darji
MINOR 01	Consumer Behaviour (Marketing)	4	100	Mr. Tejasvi Khatri (VF)
MINOR 02	Auditing (Finance)	4	50	Mr. Abhilash Ashokan (VF)
Open Elective	Artificial Intelligence for Business	2	50	Ms. Sana Navsariwala (VF)
Vocational Skill Course	Production and Quality Management	2	50	Ms. Nimisha Agarwal (VF)
Skill Enhancement course	Corporate Etiquettes and Professional Grooming	2	50	Dr. Shradha Jain
Ability Enhancement Course	Hindi	2	50	Ms. Tejasvi Siroya (VF)
Ability Enhancement Course	Marathi	2	50	Ms. Jyoti Bharati (VF)
Co-Curricular Courses	Co-Curricular Courses (CC)	2	50	

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E. FACULTY & SUBJECT DETAILS

B.M.S BACHELOR OF MANAGEMENT STUDIES

SYBMS – Semester IV				
Category	Course Name	Credits	Marks	Subject Teacher
MAJOR 01	Organisation Behaviour and HRM	4	100	Mr.Mohammed Virani (VF)
MAJOR 02	Business Planning and Entrepreneurship Management	4	100	Ms. Kalpana Shah (VF)
MINOR 01	Advertising (Marketing)	4	50	Mr. Tejasvi Khatry
MINOR 02	Corporate Finance (Finance)	2	50	Dr. Jagruti Darji
Open Elective	Design Thinking for Managers	2	50	Dr. Preeti Salecha
Vocational Skill Course	Selling & Negotiation Skills	2	50	Dr. Shradha Jain
Ability Enhancement Course 01	Hindi	2	50	Ms. Jyoti Bharati
Ability Enhancement Course 02	Marathi	2	50	Ms. Jyoti Bharati
Co-Curricular Courses	Co-Curricular Courses (CC)	2	50	
Field Project	Field Project	2	50	

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E. FACULTY & SUBJECT DETAILS

B.M.S BACHELOR OF MANAGEMENT STUDIES

TYBMS – SEMESTER V				
Category	Course Name	Credits	Marks	Subject Teacher
MAJOR 01	LOGISTICS AND SUPPLY CHAIN MANAGEMENT (CORE)	4	100	Mr. Tabriz Mohata (VF)
MAJOR 02	INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT (FIN) OR E – COMMERCE DIGITAL MARKETING (MKT)	4	100	Mr. Abhilash Ashokan (VF) / Ms. Kalpana Shah (VF)
MAJOR 03	FINANCIAL ACCOUNTING (FIN) OR CUSTOMER RELATIONSHIP MANAGEMENT (MKT)	4	100	Dr. Jagruti Darji / Dr. Antara Sonawane
MINOR 01	DIRECT & INDIRECT TAXES (FIN) OR SERVICE MARKETING (MKT)	4	100	Ms. Karishma Mehta (VF) / Dr. Shradha Jain
VOCATIONAL SKILLS COURSE	MANAGEMENT INFORMATION SYSTEM (MIS)	2	50	Mr. Tejasvi Khatri
FIELD PROJECT (FP)	FIELD PROJECT	2	50	-
CEP	COMMUNITY ENGAGEMENT PROGRAMME	2	50	-

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E. FACULTY & SUBJECT DETAILS

B.M.S BACHELOR OF MANAGEMENT STUDIES

TYBMS – SEMESTER VI

Category	Course Name	Credits	Marks	Subject Teacher
MAJOR 01	OPERATION RESEARCH	4	100	Mr. Tabriz Mohata (VF)
MAJOR 02	CORPORATE RESTRUCTURING (FIN) OR BRAND MANAGEMENT (MKT)	4	100	Dr. Jagruti Darji / Mr. Mohammed Virani (VF)
MAJOR 03	STRATEGIC FINANCIAL MANAGEMENT (FIN) OR RETAIL MARKETING (MKT)	4	100	Ms. Karishma Mehta (VF) / Dr. Antara Sonawane
MINOR 01	INTERNATIONAL FINANCE (FIN) OR INTERNATIONAL MARKETING (MKT)	4	100	Mr. Abhilash Ashokan (VF) / Dr. Shradha Jain
MINOR 02	PROJECT MANAGEMENT (FIN) OR MEDIA PLANNING & MANAGEMENT (MKT)	2	50	Ms. Nimisha Agarwal / Ms. Fatema Modi
OJT	ON THE JOB TRAINING	4	100	-

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Syllabus

Smt. P. D. Hinduja Trust's
K. P. B. Hinduja College of Commerce, Mumbai
(Autonomous)

Re-accredited 'A+' Grade by NAAC



Affiliated to
The University of Mumbai

Syllabus for B.M.S
(Bachelor of Management Studies)
Semester I & II under NEP 2020

Programme Code: HUBMS



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

SEMESTER – I PRINCIPLES OF MANAGEMENT

PROGRAM(s): F.Y.B.M.S.			SEMESTER: I		
Course: Principles of Management			Course Code: HUBMS/I/MJ01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	4	40	60

Learning Objectives:

1. To provide a basic understanding with reference to management concepts, thoughts and practices.
2. To inculcate managerial skills of planning, organizing, and controlling and equip them with the application of the skills in varied circumstances.
3. To introduce various leadership styles, to anticipate the consequences of each leadership style and apply them according to the situations.
4. To discuss recent trends in management.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Identify various management functions and principles.

CO2: Apply theories of management in the real-life scenario.

CO3: Develop leadership and teamwork skills for making the right business decisions.

CO4: Implement latest techniques for managing resources.

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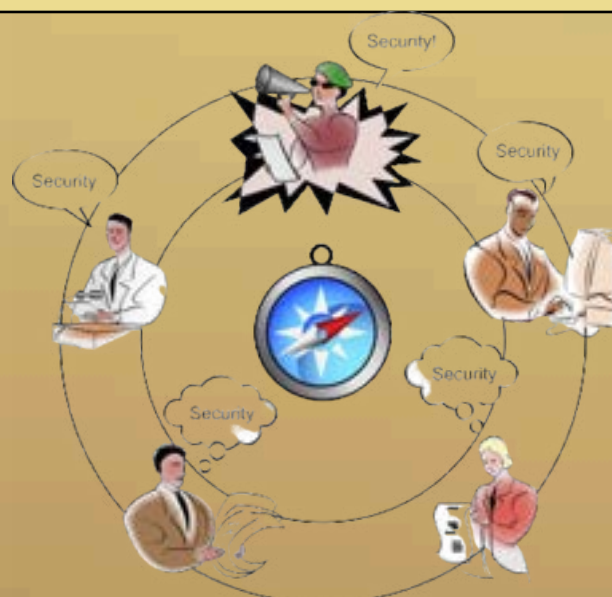
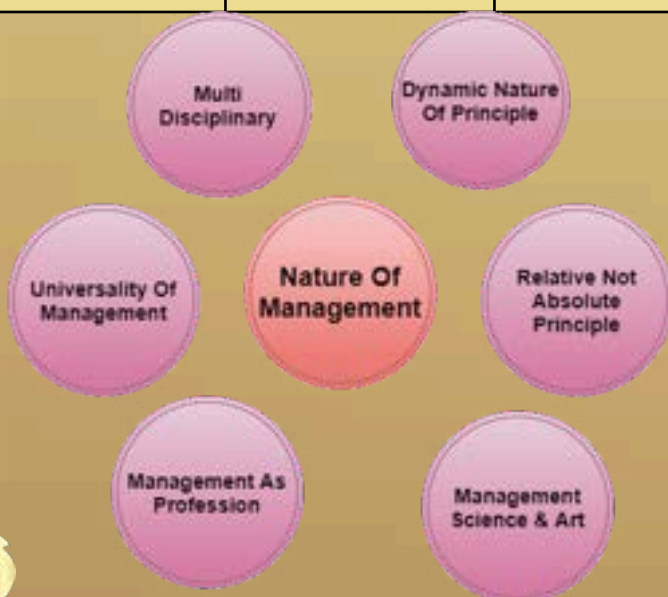
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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title
		Course: Introduction of Management
1		Unit 1: Nature of Management
	1.1	Management: Concept, Significance, Role & Skills, Levels of Management, Concepts of POSDCORB, Managerial Grid.
	1.2	Evolution of Management thoughts: Contribution of F.W Taylor, Henri Fayol and Contingency Approach.
	1.3	Modern Approach to Management – Quantitative Approach, Systems Approach, Contingency Approach Case Studies
2		Unit 2 : Planning and Decision Making
	2.1	Planning: Meaning, Importance, Elements, Process, Limitations and MBO.
	2.2	Decision Making: Meaning, Importance, Process, Techniques of Decision Making, Decision tree, SWOT, Cost-Benefit Analysis



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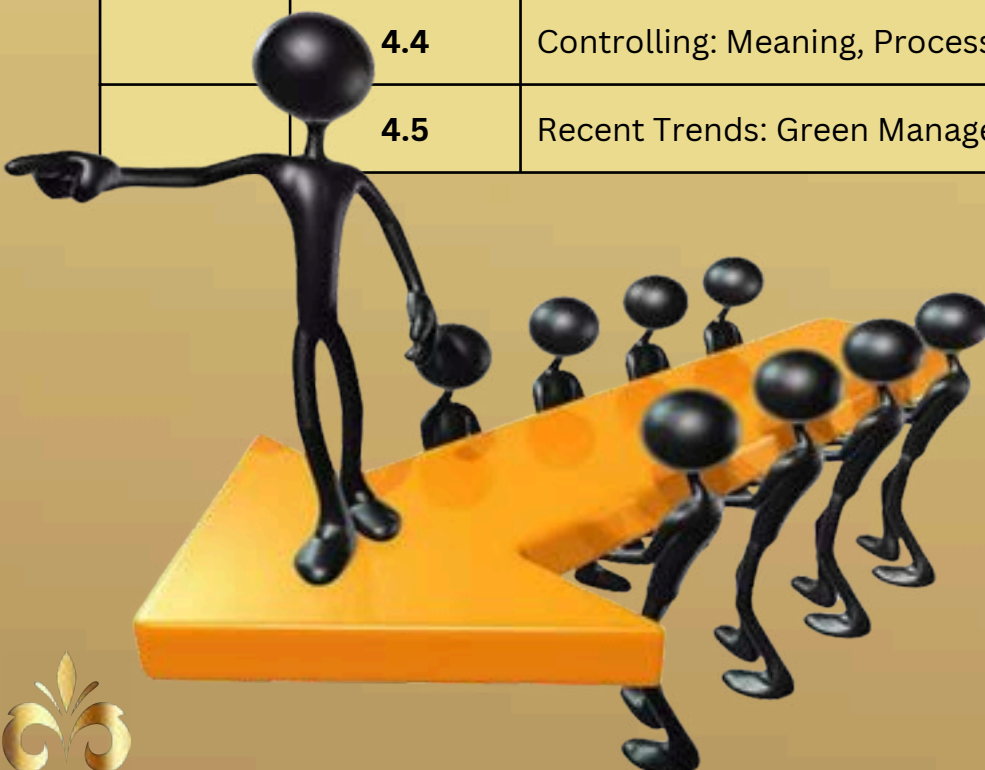
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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		Unit 3: Organizing
	3.1	Organizing: Concepts, Structure (Formal & Informal, Line & Staff and Matrix), Meaning, Advantages and Limitations.
	3.2	Departmentation: Meaning, Basis and Significance
	3.3	Span of Control: Meaning, Graicunas Theory, Factors affecting span of Control, Centralization vs Decentralization.
	3.4	Delegation: Authority & Responsibility relationship.
4		Unit 4: Directing, Leadership, Coordination and Control.
	4.1	Directing: Meaning and Process.
	4.2	Leadership: Meaning, Styles and Qualities of Successful Leader.
	4.3	Coordination as an Essence of Management.
	4.4	Controlling: Meaning, Process and Techniques.
	4.5	Recent Trends: Green Management & CSR.



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

FUNDAMENTALS OF BUSINESS ACCOUNTING

PROGRAM(s): F.Y.B.M.S.		SEMESTER: I			
Course/Subject: FUNDAMENTALS OF BUSINESS ACCOUNTING		Course Code: HUBMS/I/MJ02			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1. To enable the students to explore emerging areas in accounting and interpret the basic framework of financial reporting. 2. To encourage the acquisition of knowledge and skills relating to the application of accounting concepts and techniques for business decisions.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Acquire knowledge of the basic concepts and conventions of accounting. CO2: Prepare accounts of a sole proprietor. CO3: Gain insight into the Indian & International accounting standards as well as IFRS CO4: Develop skills in understanding the process of accountancy.					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title
1		<u>Introduction</u>
	1.1	Meaning and Scope of Accounting: Need and development, Definition: Book Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting
	1.2	International Financial Reporting Standards (IFRS): Introduction to IFRS, IAS-1: Presentation of Financial Statements (Introductory Knowledge) IAS-2: Inventories (Introductory Knowledge)
	1.3	Accounting in Computerized Environment: Introduction, Features and application in various areas of accounting
	1.4	Accounting cycle, Journal, Relationship between Journal & ledger: Rules regarding posting: Trial balance
	1.5	Expenditure: Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure unusual expenses. Receipts: Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.
2		<u>Final Accounts</u>
	2.1	Introduction to Final Accounts of a Sole proprietor.
	2.2	Preparation and presentation of Final Accounts in horizontal format
	2.3	Introduction to Schedule 6 of Companies Act ,1956

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

BUSINESS LAW

PROGRAM(s): F.Y.B.M.S.			SEMESTER: I		
Course/Subject: BUSINESS LAW			Course Code: HUBMS/I/OE01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1. Apply Business Law in Practical Situation. 2. To gain knowledge of Basic Contract Act and Sale of Goods Act 3. To impart basic knowledge of the important business laws relating to Companies Act along with relevant case law. 4. To expose the student to the Indian Legal System and its effect on business activities.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Demonstrate an understanding of the Legal Environment of Business. CO2: Apply basic legal knowledge to business transactions. → Communicate effectively using standard business and legal terminology. CO3: Understand the law and procedure of the contracts CO4: Get clear idea about the guarantee of the parties under the contract CO4: Companies law would ease the smooth functioning of trade and commerce.					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title
1		Unit 1: Contract Act and Sale of Goods Act
	1.1	● 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.
	1.2	● 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.
	1.3	● 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.
	1.4	● 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.
2		Unit 2: Company Law
	2.1	Company Law: What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.

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MANAGERIAL ECONOMICS – I

PROGRAM(s): F.Y.B.M.S.		SEMESTER: I			
Course/Subject: Managerial Economics-I		Course Code: HUBMS/I/OE02			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1.To equip the learners with skill set to apply the micro economic concepts and techniques in evaluating business decisions taken by firms. 2.It helps in formulating logical managerial decisions.					
Course Outcomes: After completion of the course, learners would be able to: CO1: To develop an understanding of the applications of managerial economics. CO2: To analyze, demonstrate and take decisions with the help of various tools and concepts to maximize the production at limited or minimum cost and resources available with the company.					





SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title
1		Unit 1: Introduction to Managerial Economics
	1.1	Meaning and Scope of Managerial Economics -Relationship to Economic Theory, Relationship with Decision Theory, Role of Managerial Economics in emerging economy.
	1.2	Nature and role of managerial economics in business decision – Nature and scope of managerial economics, Decision making under scarcity, managerial decision and Role in cost control, profit planning.
	1.3	Demand Forecasting- Meaning and Brief Out the Methods to Estimate the Demand.
	1.4	Objectives of the Firm – Profit, Sales, Output, Satisfaction, Growth maximization, Behavioral theory of Cyert and March.
2		Unit 2: Theory of Production and Cost
	2.1	A) Production Analysis- Meaning of Production, Isoquant, Iso-cost approach with producer equilibrium, Importance of Production Function in Managerial Decision Making, Application of Production Function in Productive Sectors with Special Reference to Manufacturing and Service Sector., Forms, merits and demerits of division of factors of production.
	2.2	B) Types and Laws of Production Function – Types of production function, Law of Variable Proportion, Law of Returns to Scale, Concept and Types of Economies of Scale, Economies of Scope.
	2.3	C) Cost Analysis for Business Decisions- Types and Importance of Cost in Managerial Decision Making, Economic Concepts of Costs, Cost-Volume Profit Analysis.
	2.4	D) Nature of Short and Long-run costs curves - Behavior of Costs in Short Run, LAC as a Decision-Making Tool, and Impact of Learning Curve.

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

INFORMATION TECHNOLOGY IN BUSINESS MANAGEMENT

PROGRAM(s): F.Y.B.M.S.			SEMESTER: I		
Course/Subject: Information Technology in Business Management			Course Code: HUBMS/I/VSC01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Course Objectives: 1.To make students aware about the basics of computers. 2.To understand the concept of computer software, hardware, and internet. 3.To learn the spreadsheet concepts and be able to create analyse the data. 4.To be able to create charts.					
Course Outcomes: CO1: Understand the working of computers. CO2: Learn internet concepts. CO3: Create data spreadsheet and apply the advanced formula used in financial markets. CO4: Create charts and diagram.					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Details
I	Introduction to Information Technology: Overview of IT and its significance in the financial market, Introduction to computer hardware, software, and networking, Basics of operating systems and file management, Introduction to office productivity tools (e.g., MS Office suite), Introduction to internet technologies and web browsers. Introduction to Excel: Overview of Excel and its importance in business and finance, Navigating the Excel interface and workbook structure, Entering and editing data in cells, Working with formulas and basic functions, Formatting cells and data.
II	Data Analysis and Manipulation: Sorting and filtering data, applying conditional formatting to highlight data, using data validation to control data entry, working with tables for data organization, Introduction to PivotTables and Pivot Charts, Creating and modifying charts. Advanced Functions and Formulas: VLOOKUP, IF, SUMIF, using logical functions (e.g., AND, OR, NOT), Applying text functions (e.g., CONCATENATE, LEFT, RIGHT), Working with date and time functions, Using formulas for financial calculations (e.g., PMT, FV).



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

LEADERSHIP SKILLS FOR MANAGERS

PROGRAM: F.Y.B.M.S			SEMESTER: I		
Course: Leadership Skills for Managers			Course Code: HUBMS/I/SEC01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Session (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30

Learning Objectives:

1. To identify various traits and motives of an effective leader.
2. To study leadership theories and its applications.
3. To acquaint the students about practical approaches to leadership & its application in the Indian context.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Discuss the different styles of leadership.

CO2: Discover various contemporary leadership theories.

CO3: Analyze a leader's behavior and practice effective leadership styles.



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Units	Unit Title
1		Unit 1: Leadership-I
	1.1	Leadership – Meaning, Traits and Motives of an Effective Leader, Styles of Leadership.
	1.2	Theories –Trait Theory, Behavioral Theory, Path Goal Theory.
	1.3	Transactional v/s Transformational leaders.
	1.4	Strategic leaders – meaning, qualities.
	1.5	Charismatic Leaders– meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine).
2		Unit 2: Leadership-II
	2.1	Great leaders, their style, activities and skills (Ratan Tata, Narayan Murthy, Dhirubhai Ambani, Bill Gates, Mark Zuckerberg, Donald Trump)- Case Studies.
	2.2	Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein).
	2.3	Contemporary issues in leadership–Leadership roles, team leadership, mentoring, self-leadership, online leadership, finding and creating effective leaders.

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COMMUNICATION SKILLS IN ENGLISH – I

PROGRAMME: F.Y.B.M.S			SEMESTER: I	
Course: Communication Skills in English – I			Course Code: HUBMS/I/AEC01	
Teaching Scheme				Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-	End Semester Examination
2	NA	2	20	30

Learning Objectives:

- 1.To enhance English language proficiency by providing adequate exposure to written language; literary, technical writing, management, commerce, psychology.
- 2.To orient learners towards reading, writing and other functional aspects of English language
- 3.To provide building blocks in order to increase the range of grammar, lexical resources and cohesive devices through a variety of exercises.
- 4.To develop skills of eloquence and diplomacy through the ability to communicate effectively in English.

Course Outcomes:

CO1: Learners will acquire proficiency to understand and interpret written language from different perspectives

CO2: Enhanced proficiency of learners in reading to identifying functional aspects of interpretation and expression in English language.

CO3: Learners will have acquired a higher level of proficiency in the nuanced skills of reading and writing that will help them to be effective communicators.

CO4: Learners will have developed eloquence and an enriched vocabulary through reading and writing skills..



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub Unit	Unit Title
1		Introduction to Communication
	1.1	The Concept of Communication: Definition, Process, Feedback, The Impact of Technological Advancements on Communication, Communication as a Key Concept in Corporate and Global Communication
	1.2	Barriers to Communication: Physical, Semantic, Language, Socio-cultural, Psychological Barriers Ways to Overcome Barriers to Communication
	1.3	Methods and Modes of Communication: 1.3.1 Verbal and Non-Verbal Communication Distinguished 1.3.2 Types and Characteristics of Verbal Communication 1.3.3 Types and Characteristics of Non-Verbal Communication (Body Language)
	1.4	Channels and Objectives of Communication: 1.4.1 Formal, Informal 1.4.2 Vertical, Horizontal, Diagonal, Grapevine 1.4.3 Information, Advice, Orders, Instructions, Persuasion, Motivation, Education, Warning
2		Writing Competencies
	2.1	Letters (Emails) 2.1.1 Letters of Inquiry, Letters of Complaint & Adjustment, Collection Letters 2.1.2 Letters of Application and Curriculum Vital.
	2.2	Essay and Paragraph Writing (Grammar/Editing) 2.2.1 Reading Comprehension 2.2.2 Developing an idea using appropriate devices of coherence and cohesion 2.2.3 Basic Language: Vocabulary and Remedial Grammar

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DIGITAL LITERACY

PROGRAMME: F.Y.B.M.S			SEMESTER: I	
Course: Digital Literacy			Course Code: HUBMS/I/VEC01	
Teaching Scheme				Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Credit	Continuous Internal Assessment (CIA)	End Semester Examination
2	NA	2	20	30

Learning Objectives:

Students will be able to:

1. Familiarize themselves with the pervasiveness of the online media by learning about facts and figures of global and national Internet access
2. Consider the risks and benefits of assuming different personas online and think critically about what it means to be genuine in an online context
3. To learn the importance of taking control of their online identities
4. To learn cyberbullying and Learn how to deal with cyberbullies Present tips on how to conduct online research
5. To know Underscore the value of being responsible netizens
6. Explore and understand how to develop digital marketing plans

Course Outcomes:

CO1: Understand digital platform for marketing and management

CO2: Understand the key goals and stages of digital campaigns

CO3: Understand the use of key digital marketing tools

CO4: Learn to develop digital marketing plans



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

UNIT - I	1	INTRODUCTION TO DIGITAL MEDIA
		● Understanding Digital Media: Evolution and Development ● Types of Web browsers (Microsoft Edge, Internet Explorer, Google Chrome, Mozilla Firefox, and Apple Safari) ● Digital Media Application Software: Word processing, Spreadsheet, Image Editing ● The World Wide Web and the Dark Web ● Online safety and security ● Using digital databases, such as search engines, indexes, and library resources ● Using digital sources and information ethically to avoid plagiarism ● Digital Media Effects: Cybercrime, Privacy, Hate Speech, Surveillance etc.
UNIT - II	2	Digital media in everyday life
		● Chatgpt, Gemini, Perplexity –uses, advantages and disadvantages ● Artificial Intelligence and digital communication ● Use of social media in communication (Facebook, Instagram, Twitter, Tinder, Bumble, Threads etc.) ● Leveraging digital media for business (case studies from Facebook marketing, Instagram Marketing, YouTube, LinkedIn, Tiktok etc.) ● Introduction to Search Engine Optimization (SEO) and Search engine marketing (SEM) ● Digital Storytelling – Types, Uses, Advantages and disadvantages



THE IMPACT OF DIGITAL MEDIA
THE SOCIETY, FUTURE AND OUR LIFESTYLE.

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

INDIAN MANAGEMENT THOUGHTS & PRACTICES

PROGRAM(s): F.Y.B.M.S.			SEMESTER: I		
Course/Subject: Indian Management Thoughts & Practices			Course Code: HUBMS/I/IKS01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1.The learners should be able to gain knowledge about the tics, values of the Indian Knowledge system 2.To preserve and disseminate Indian Knowledge for further research and societal applications					
Course Outcomes: After completion of the course, learners would be able to: CO1: To develop in students' human values and ethics CO2: To teach students self-development CO3: To develop cultural awareness among students CO4: To develop set of beliefs ad attitudes.					

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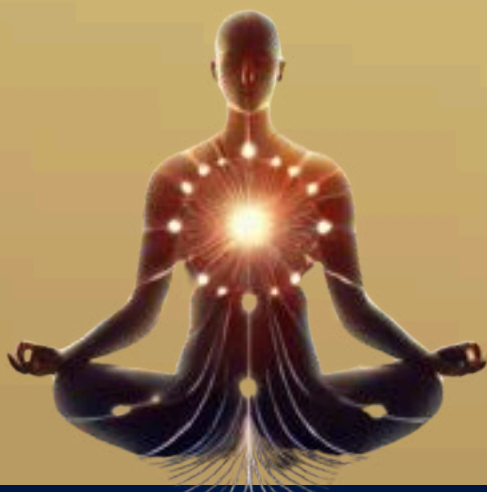
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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title
1		Unit 1:
	1.1	● Personality development through yoga – the three paths/marga – Bhakti, Karma and Jnana The three gunas – sattva, rajas, tamas.
	1.2	● Individual – a being with infinite capabilities and potentials – is a result of your own actions Koshas: the concept of man
	1.3	● Meditation – the technique for development of self
	1.4	● Leadership: qualities of leaders with special reference to Indian thoughts. Motivation – Indian approach vis-à-vis American and Japanese approaches.
2		Unit 2:
	2.1	The core teachings of all founders of religions. ● Spirituality vis-à-vis religion ● Concept of Maya (Illusion) – Advaita Vedanta
	2.2	Concept of Dharma: varna ashram dharma, svadharma ● Concept of karma – meaning and importance to managers, corporate karma. Concept of Vasudhaiva Kutumbakam



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

SEMESTER II

BUSINESS ENVIRONMENT

PROGRAM(s): F.Y.B.M.S.		SEMESTER: II			
Course/Subject: Business Environment		Course Code: HUBMS/II/MJ01			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60

Learning Objectives:

- 1.To provide knowledge of the environment in which businesses operate, the economic operational and financial framework
- 2.To give students an understanding of the various constituents of the local and global business environments.
- 3.To have a critical study of liberalization, privatization and globalization.
- 4.To study the procedural aspects of various methods of analyzing Business Organizations in India

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Identify and evaluate the complexities of business environment and their impact on the business.

CO2: Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.

CO3: Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.

CO4: Gain knowledge about the operation of different institutions in international business environment.



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title
1		Unit 1: Introduction to Business Environment
	1.1	• Business: Meaning, Definition, Nature, Types of Business Organizations • Business Environment: Meaning, Characteristics, Scope and Significance
	1.2	• Components of Business Environment: Micro and Macro Environment: Introduction, Definition, Differentiation
	1.3	• Introduction to Micro-Environment: Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society
2		Unit 2: Environmental analysis
	2.1	Environmental Analysis: Introduction, Importance, Steps, Environmental Scanning.
	2.2	Techniques of environmental analysis: Environmental Threat and Opportunity Profile Analysis (ETOP), Quick Environmental Scanning Technique Analysis (QUEST), Strength Weakness Opportunities and Threat (SWOT) Analysis and Political, Economic, Socio-cultural, Technological Legal and Environmental (PESTLE) analysis.

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DETAILED SYLLABUS

3		Unit 3: Introduction to Macro environment Components
	3.1	• Political Environment: Role of government in Business, Legal framework in India. • Economic environment: Scope, Impact and Challenges of Indian economy.
	3.2	• Social and Cultural Environment: Nature, Impact, Social Audit • Technological environment: Features, impact of technology on Business
	3.3	• Legal environment: Scope, Impact and challenges. • Competitive Environment: Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies
4		Unit 4: International Environment
	4.1	GATT/ WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO.
	4.2	Globalization: Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.
	4.3	MNCs: Definition, meaning, merits, demerits, MNCs in India FDI: Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India,

**POLITICAL
&
LEGAL
ENVIRONMENT**



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

INTRODUCTION TO MANAGEMENT ACCOUNTING – I

PROGRAM(s): F.Y.B.M.S.			SEMESTER: II		
Course/Subject: INTRODUCTION TO MANAGEMENT ACCOUNTING-I			Course Code: HUBMS/II/MJ02		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1.To enable managers with vital source of data for management planning 2.To provide information for managers and other decision makers. 3.To provides economic and financial information to all internal users 4.To provide information for planning, controlling, evaluation and continuous improvement.					
Course Outcomes: After completion of the course, learners would be : CO1: acquainted with management accounting fundamentals CO2: acquainted with core concepts of business finance CO3: develop financial analysis skills					

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DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Analysis and Interpretation of Financial statements	15
	1.1	Study of balance sheet of limited companies. Study of Manufacturing, Trading, Profit and Loss A/c of Limited Companies	
	1.2	Vertical Form of Balance Sheet and Profit & Loss A/c- Trend Analysis, Comparative Statement & Common Size.	
2		Unit 2: Ratio Analysis and Interpretation	15
	2.1	Ratio analysis and Interpretation (based on vertical form of financial statements) including conventional and functional classification.	
	2.2	Balance sheet ratios: Current ratio, Liquid Ratio, Stock Working capital ratio, Proprietary ratio, Debt Equity Ratio, Capital Gearing Ratio.	
	2.3	Revenue statement ratios: Gross profit ratio, Expenses ratio, Operating ratio, Net profit ratio, Net Operating Profit Ratio, Stock turnover Ratio, Debtors Turnover , Creditors Turnover Ratio	
	2.4	Combined ratios: Return on capital Employed (including Long term borrowings), Return on Proprietors fund (Shareholder fund and Preference Capital), Return on Equity Capital, Dividend Payout Ratio, Debt Service Ratio,	
	2.5	Different modes of expressing ratios:- Rate, Ratio, Percentage, Number. Limitations of the use of Ratios.	



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

PRINCIPLES OF MARKETING

PROGRAM(s): F.Y.B.M.S			SEMESTER: II		
Course: Principles of Marketing			Course Code: HUBMS/II/MN01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1.To define fundamentals of marketing. 2.To clarify the need of marketing research. 3.To summaries essential elements of marketing mix. 4.To categorize the process of segmenting, targeting, positioning and ethical issues involved in the marketing process.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Identify key marketing principles and terminologies CO2: Classify various marketing research. CO3: Apply the concept of marketing mix in real life scenario. CO4: Illustrate different stages of segmenting, targeting, positioning. CO5: Inculcate the values of ethics in relation to marketing.					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Units	Course/ Unit Title	Lectures
1		Unit 1: Introduction to Marketing	15
	1.1	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	
	1.2	Concepts of Marketing: Needs, wants and demands, transactions, transfer and exchanges.	
	1.3	Evolution of Marketing and P's of Services Marketing.	
	1.4	The micro environment of business: Management structure; Marketing Channels; Markets in which a firm operates; competitors and stakeholders.	
	1.5	Macro environment: Political Factors; Economic Factors; Socio Cultural Factors, Technological Factors (PEST Analysis).	
2		Unit 2: Marketing Research and Marketing Mix	15
	2.1	Marketing research: Meaning, features, Importance of marketing research. Types of marketing research: Product research; Sales research; consumer/customer research; production research.	
	2.2	MIS: Meaning, features and Importance.	
	2.3	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.	
	2.4	Pricing objectives- factors influencing pricing policy and Pricing strategy.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

BASICS OF FINANCIAL SERVICES

PROGRAM(s): F.Y.B. M. S			SEMESTER: I		
Course: Basics of Financial Services			Course Code: HUBMS/II/MN02		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial- (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1. To understand the basic structure of the financial system. 2. To recognize the Regulatory Framework of the Indian Financial System. 3. To explain various functions of Commercial banks, RBI and Development banks. 4. To discover mutual funds as an important financial instrument in the Indian market.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Describe the different components of the Financial System. CO2: Discuss the role of regulators in the Indian Financial System. CO3: Enlist important contributions of commercial banks, development banks and RBI. CO4: Illustrate various mutual fund schemes and its functioning.					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Course/ Unit Title	Lectures
1		Unit 1: Financial System	15
	1.1	An overview of Financial System, Financial Markets, Structure of Financial Market (Organized and Unorganized Market).	
	1.2	Components of Financial System, Major Financial Intermediaries, Financial Products	
	1.3	Function of Financial System.	
	1.4	Regulatory Framework of Indian Financial System (Overview of SEBI and RBI-Role and Importance as regulators).	
2		Unit 2: Commercial Banks, RBI And Development Banks	15
	2.1	Concept of Commercial Banks- Functions, Investment Policy of Commercial Banks, Liquidity in Banks, Asset Structure of Commercial Banks, Non-Performing Assets, Interest Rate reforms, Capital Adequacy Norms.	
	2.2	Reserve Bank of India- Organization & Management, Role and Functions.	
	2.3	Development Banks- Characteristics of Development Banks, Need and Emergence of Development Financial Institutions in India, Function of Development Banks.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

MOTIVATION THEORIES AND PRACTICES

PROGRAM(s): F.Y.B.M.S.			SEMESTER: II		
Course/Subject: Motivation Theories and Practices			Course Code: HUBMS/II/MN03		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1. To gain knowledge of the strategies for motivating people and changing organizations 2. To study how managers, facilitate group development and problem solving and work through problems and issues as well as transcend differences 3. To acquaint the students about practical approaches to Motivation & its application in the Indian context					
Course Outcomes: After completion of the course, learners would be able to: CO1: The student will have the capability to analyze the Group behavior & Team development CO2: The student will be able to compare & evaluate various motivational theories CO3: The student will be an adept at designing ways to enhance creativity in an organization					



MOTIVATION THEORIES AND PRACTICES

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Motivation-I	15
	1.1	Concept of motivation, Importance, Tools of Motivation.	
	1.2	Theory Z, Equity theory.	
	1.3	Process Theories-Vroom's Expectancy Theory, Valency-Four drive model.	
2		Unit 2: Motivation-II	15
	2.1	East v/s West, motivating workers (in context to Indian workers)	
	2.2	The Indian scene – basic differences.	
	2.3	Work –Life balance – concept, differences, generation and tips on work life balance.	





SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

QUANTITATIVE TECHNIQUES IN BUSINESS MANAGEMENT

PROGRAM(s): F.Y.B.M.S.			SEMESTER: II		
Course/Subject: Quantitative Techniques in Business Management			Course Code: HUBMS/II/OE01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30

Learning Objectives:

- 1.The concept of interest, related terms and computation thereof; Difference between simple and compound interest; Concept of annuity; present value and future value;
- 2.To understand the concept of shares and Mutual fund including SIP
- 3.Concept of correlation & regression and its application in estimation of a variable from known set of data
- 4.To understand different measures of central tendency, and computational techniques of these measures. To learn comparative advantages and disadvantages of these measures and therefore, which measures to use in which circumstance

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Understand the effect of compounding and evaluate time value of money

CO2: Make rational decision in management of Fund through diversification in various portfolio of securities

CO3: Quantitative measurement of correlation including the interpretation of positive, negative and zero correlation

CO4: Ace in competitive management exams by applying knowledge gained in learning measures of central tendency

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1:	15
	1.1	Simple Interest and Compound Interest Compounded more than once a year. Calculations involving up to 4 time periods. Equated Monthly Instalments (EMI) using reducing & flat interest system. Present value, Future value. Annuity, Immediate and due:	
	1.2	Shares and Mutual Funds a. Shares: Concept of share, face value, market value, dividend, equity shares, preferential shares, bonus shares. Simple examples. b. Mutual Funds: Simple problems on calculation of Net income after considering entry load, dividend, change in Net Asset Value (N.A.V.) and exit load. Averaging of price under the Systematic Investment Plan (S.I.P.)	
2		Unit 2:	15
	2.1	Scatter Diagram, Computation of Karl Pearson's Coefficient of Correlation (Case of Bivariate Frequency Table to be excluded), Computation of Spearman's Rank Correlation Coefficient (case of repeated ranks up to 2 repetition only) Bivariate Linear Regression: Finding Regression lines by method of least squares	
	2.4	Measures of Central Tendencies: Definition of Average, Types of Averages: Arithmetic Mean, Median, and Mode for grouped as well as ungrouped data. Quartile, Deciles and Percentiles.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

INDUSTRIAL LAW

PROGRAM(s): F.Y.B.M.S.		SEMESTER: II			
Course/Subject: INDUSTRIAL LAW		Course Code: HUBMS/II/OE02			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30

Learning Objectives:

1. Apply Industrial Law in Practical Situation.
2. To acquire knowledge on various rules and regulations prevalent in the present business scenario.
3. To gain insight on various legal Acts passed to protect the health, safety & welfare of the employees.
4. Analyze the role, responsibilities and functions of Key management Personnel in Corporate Administration.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Develop individual and interpersonal skills.

CO2: Acquire necessary skill set for application of various HR issues. c.

CO3: Integrate the knowledge of HR Skills to make correct business decisions.

CO4: Understand the significance of Industrial relations, disputes and settlement

CO5: Understand Workers participation in management and relevance of Collective Bargaining process

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DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Laws related to Industrial Relations and Industrial disputes	15
	1.1	● Industrial Dispute Act 1947 Strike, Lockout, Retrenchment, Layoff, Machineries	
	1.2	● Trade Unions Act Definitions, Registration, Immunities, Political Fund, General Fund, Amalgamation.	
2		Unit 2: Laws related to Health, safety and Welfare	15
	2.1	● Factories Act: Definitions, Health Welfare and Safety Provisions, Registration, Certifying surgeon	
	2.2	● Workmen Compensation Act: Definitions, Calculation, Notional Extension, Occupation Diseases	



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AI-ENABLED BUSINESS ANALYTICS AND PRESENTATION TOOLS

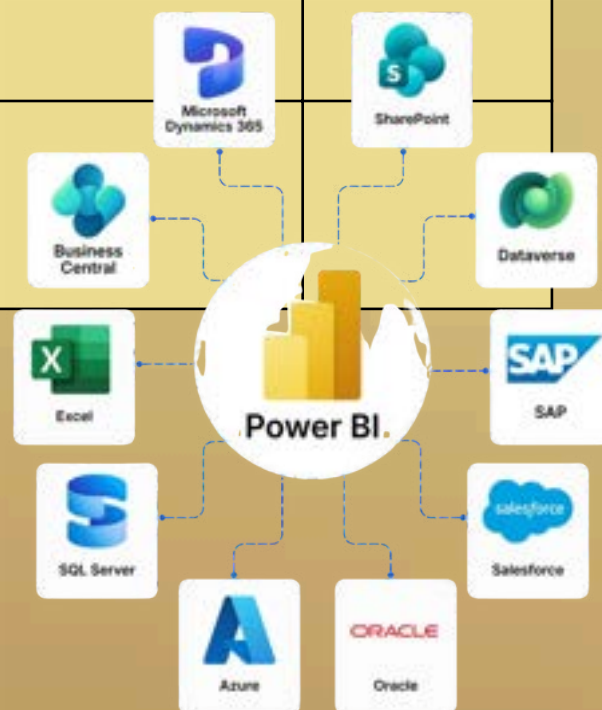
PROGRAM(s): F.Y.B.M.S.			SEMESTER: II		
Course/Subject: AI-Enabled Business Analytics and Presentation Tools			Course Code: HUBMS/II/VSC01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1. Understand BI concepts 2. Develop visualization skills 3. Create presentations 4. Use AI features					
Course Outcomes: After completion of the course, learners would be able to: CO1: The student's will be able to build dashboards CO2: The student will be able to analyse data CO3: The student will be able to present insights CO4: The student will be use AI tools effectively.					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Business Intelligence using Power BI	15
	1.1	Introduction to BI and Power BI - BI concepts - Role of data - Power BI interface	
	1.2	Data Import & Transformation - Data sources - Power Query - Data modeling	
	1.3	Visualization & Dashboards - Charts & KPIs - Filters & slicers - Dashboard design	
	1.4	AI Features in Power BI - Smart insights - AI visuals - Q&A feature	
	1.5	Business Applications - Sales dashboards - Financial analysis - HR analytics	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

2		Unit 2: Business Presentation using PowerPoint with AI	
	2.1	Business Communication - Importance - Structure - Principles	
	2.2	PowerPoint Basics - Interface - Layouts - Design	
	2.3	Data Storytelling - Charts - Infographics - BI integration	
	2.4	AI Features in PowerPoint - Copilot - Designer - Auto slides	
	2.5	Advanced Presentation Skills - Pitching - Case presentation - Delivery	

PRACTICAL COMPONENT

Power BI dashboards

AI-assisted presentations

Business storytelling

TEACHING SCHEME

Lectures: 02 | Practical: 01 | Credit: 02

EVALUATION SCHEME

CIA: 15 | Semester End: 35



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

CRITICAL THINKING AND PROBLEM-SOLVING SKILLS

PROGRAM(s): F.Y.B.M.S.			SEMESTER: II		
Course/Subject: Critical Thinking and Problem-Solving Skills			Course Code: HUBMS/II/SEC01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30

Learning Objectives:

This course aims to develop students' critical thinking abilities and problem-solving skills. Through a combination of theoretical concepts, practical exercises, and case studies, students will learn various techniques and approaches to enhance their thoughts critically, and effectively solve complex problems in different contexts. By the end of the course, students will be equipped with the necessary skills to approach challenges with a critical mindset and devise innovative solutions.

1. Familiarize students with the concept of critical thinking and its role in problem-solving.
2. Develop students' abilities to generate innovative ideas and solutions using various techniques.
3. Introduce students to different problem-solving approaches and models
4. Equip students with strategies to overcome barriers to problem solving and foster a supportive environment.
5. Enable students to apply critical thinking and problem-solving skills in real-world scenarios, fostering personal growth and development.

Course Outcomes:

After completion of the course, learners would be able to:

- CO1:** Make informed decisions and evaluate alternative solutions based on critical analysis.
- CO2:** Utilize critical problem-solving techniques and methodologies to generate effective solutions.
- CO3:** Present and communicate solutions clearly and concisely.
- CO4:** Apply critical thinking and problem-solving skills in real-world scenarios, reflecting on personal growth and development.



DETAILED SYLLABUS

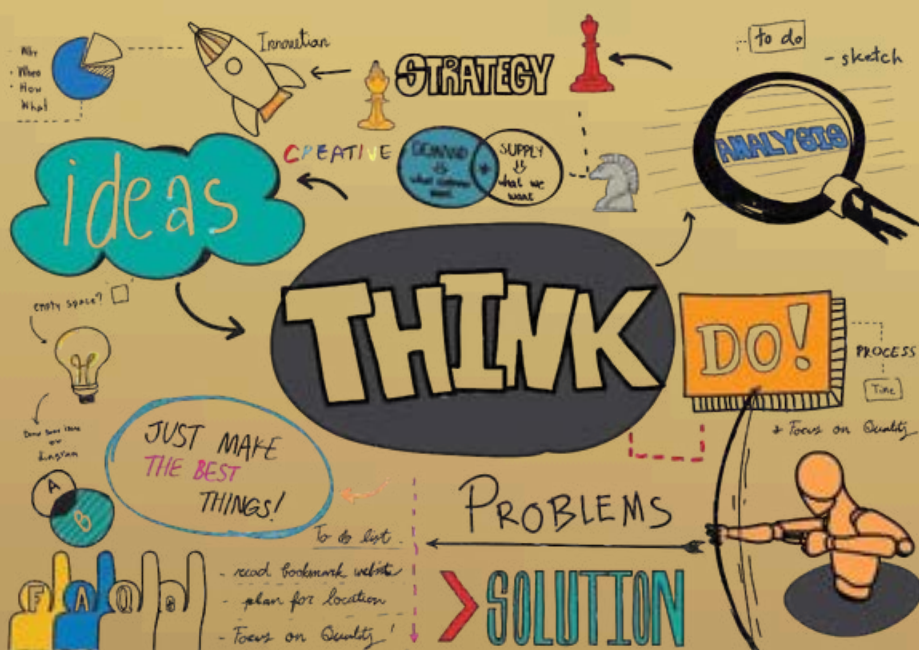
Modules	Units	Module Title	Lectures
1		Unit 1: Overview of Critical Thinking and Problem Solving	15
	1.1	Introduction to Critical Thinking - Concept of Critical Thinking - Benefits of Critical Thinking - Standards and Overcoming Barriers to Critical Thinking - Perceiving and Believing - Stages of Critical Thinking- an Assessment - Framework of Critical Thinking - Tools for thinking with clarity	
	1.2	Introduction to Problem-Solving - Introduction to problem-solving tools and techniques - Understanding the importance of problem-solving skills - Overview of problem-solving methodologies and approaches - The role of critical thinking in effective problem-solving	
	1.3	Understanding Problem Solving and Critical Thinking - - Defining and analyzing problems - - Framing of Problems - - Types of Biases, Logical Fallacies - - Case-based learning and scenario analysis - Critical thinking techniques for problem analysis	



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

2		Techniques and Application of Critical Thinking and Problem-Solving Skills	
	2.1	Techniques for Generating Ideas Brainstorming and idea generation techniques Mind mapping and visual thinking Divergent Vs. Convergent Thinking	
	2.2	Critical Problem-Solving Techniques - Design thinking principles and methodologies - SCAMPER technique for idea generation - Six Thinking Hats for different perspectives - Frameworks of Thomas Erikson and Daniel Kahneman	
	2.3	Applying Critical Thinking and Problem-Solving Skills in Real-World Scenarios - Case studies and practical exercises - Reflecting on personal growth and development in critical thinking and problem solving - Resolving ethical and moral dilemmas in professional environment	



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ADVANCED COMMUNICATION SKILLS IN ENGLISH – II

PROGRAM(s): F.Y.B.M.S.			SEMESTER: II		
Course/Subject: Advanced Communication Skills in English – II			Course Code: HUBMS/II/AEC01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30

Learning Objectives:

1. Advanced interpersonal communication skills and understanding of English in various formal and informal contexts.
2. Proficiency in oral and written communication with an emphasis on the digital age.
3. Emphasis on enhanced writing and Presentation skills including interpretation of technical data.
4. To orient learners towards the skill of metacognition through the processes of Note Taking and Summarization.

Course Outcomes:

CO1: Learners will possess the proficiency to understand and interpret written and spoken language from different perspectives

CO2: Proficiency of learners in listening to, reading and identifying errors of language will be enhanced.

CO3: Learners will have acquired a higher level of proficiency in the nuanced skills of listening, note taking, speaking, reading and writing that will help them be effective communicators.

CO4: Learners will have developed the higher order skills of application, analysis, creativity, innovation and problem solving.



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Module	Unit	Unit Title	Lectures
1		Advanced Interpersonal Communication Skills	15
	1.1	Listening Skills and Note-taking: 1.1.1 Significance of Effective Listening in Communication and Methods to Enhance Listening Skills 1.1.2 Effective Note-taking Techniques	
	1.2	Small Talk and Elevator Pitches 1.2.1 Understanding Small Talk and its Role in Communication 1.2.2 Elevator Pitches- Creating and Delivering effective Elevator Pitches	
	1.3	Interviews and Group Discussion Techniques 1.3.1 Types of Interviews, Selection, Appraisal, Grievance, Exit. 1.3.2 Group Discussions	
2		Advanced Writing and Presentation Skills	15
	2.1	Resume and Application Writing Statement of Purpose Letter of Recommendation, Letter of Resignation	
	2.2	Designing Brochures, Flyers, etc 2.2.1 Principles of Design in Communication 2.2.2 Creating Effective Brochures, Flyers, etc.	
	2.3	Presentation Skills and Soft Skills 2.3.1 Preparing a Presentation 2.3.2 Time Management 2.3.3 Conflict Management	
	2.4.	Business Report Writing 2.4.1 Need and Importance 2.4.2 Parts of a Report 2.4.3 Types of Reports 2.4.4 Preparing Investigative and Feasibility Report	

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CONSTITUTION OF INDIA

PROGRAM(s): F.Y.B.M.S.			SEMESTER: II		
Course/Subject: Constitution of India			Course Code: HUBMS/II/VEC01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1.To develop the logical ability of the student. 2.To develop an understanding of the visions and values of the constitution. 3.To identify the importance of fundamental rights as well as fundamental duties. 4.To understand the functioning of the union, state and local governments in the Indian Federal System. 5.To develop an understanding of the rule of law and our involvement with the law.					
Course Outcomes: Learners will be able to, CO1: Understand the history of the Constitution. CO2: Learn the Fundamental Rights and Duties of an Indian citizen. CO3: Learn the working of the local self-government. CO4: Enhance their understanding of the concept of Federalism. CO5: Better understand the powers of the Cabinet Ministers and President.					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Details	Lectures
I	Formation of Constituent Assembly, philosophy of the constitution as set out in the Preamble, the structure of the constitution, the Preamble, salient features of the constitution, Fundamental Rights (Article 12, 13, 14, 15, 16, 19, 21), Fundamental Duties of the Indian citizen.	15
II	Directive principles of state policy, tolerance, peace and communal harmony as crucial values in strengthening the social fabric of Indian society, local self-government - rural and urban areas, Election Commission of India, Federalism, Cabinet Ministers, President and its powers.	15



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

SEMESTER III

BUSINESS RESEARCH METHODS

PROGRAM(s): S.Y.B.M.S.			SEMESTER: III		
Course: Business Research Methods			Course Code: HUBMS/III/MJ01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60
Learning Objectives: 1.The course is designed to inculcate the analytical abilities and research skills among the students. 2.The course intends to give hands on experience and learning in Business Research.					
Course Outcomes: After completion of the course, learners would be able to: CO1: To able to make a proper methodology for research work CO2: To make a research report project based on primary as well as secondary data CO3: To able to understand effective use of appropriate statistical tools in research analysis					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Introduction to business research methods	15
	1.1	Meaning and objectives of research	
	1.2	Types of research– a) Pure, Basic and Fundamental b) Applied, c) Empirical d) Scientific & Social e) Historical f) Exploratory g) Descriptive h) Causal	
	1.3	Concepts in Research: Variables, Qualitative and Quantitative Research	
	1.4	Stages in research process.	
	1.5	Characteristics of Good Research	
	1.6	Hypothesis-Meaning, Nature, Significance, Types of Hypothesis, Sources.	
	1.7	Research design– Meaning, Definition, Need and Importance, Steps in research design, Essentials of a good research design, Areas / Scope of research design and Types-Descriptive, Exploratory and causal.	
	1.8	Sampling– a) meaning of sample and sampling, a) methods of sampling-i) Non Probability Sampling– Convenient, Judgment, Quota, Snow ball ii) Probability– Simple Random, Stratified, Cluster, Multi Stage.	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

2		Unit 2: Data collection and Processing	15
	2.1	Types of data and sources-Primary and Secondary data sources	
	2.2	Methods of collection of primary data a) Observation- i)structured and unstructured, ii) disguised and undisguised, iii)mechanical observations (use of gadgets) b) Experimental i)Field ii) Laboratory a) Interview – i) Personal Interview ii)focused group, iii) in- depth interviews -Method, b) Survey– Telephonic survey, Mail, E-mail, Internet survey, Social media, and Media listening. c) Survey instrument– i) Questionnaire designing. d) Types of questions– i) structured/ close ended and ii) unstructured/ open ended, iii) Dicotomous, iv) Multiple Choice Questions. e) Scaling techniques-i) Likert scale, ii) Semantic Differential scale	
3		Unit 3: Data analysis and Interpretation	15
	3.1	Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note	
	3.2	Processing of data– i) Editing- field and office editing, ii)coding– meaning and essentials, iii) tabulation – note	
	3.3	Interpretation of data-Essentials, importance and Significance of processing data	
	3.4	Multivariate analysis– concept only	
	3.5	Testing of hypothesis– concept and problems i)chi square test, ii) Zandt-test (for large and small sample)	



4		Unit 4: Advanced techniques in Report Writing	15
	4.1	Report writing – i) Meaning , importance, functions of reports, essential of a good report, content of report , steps in writing a report, types of reports, Footnotes and Bibliography	
	4.2	Ethics and research	
	4.3	Objectivity, Confidentiality and anonymity in Research	
	4.4	Plagiarism	



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INTRODUCTION TO MANAGEMENT ACCOUNTING – II

PROGRAM(s): S.Y.B.M.S.			SEMESTER: III		
Course/Subject: Introduction to Management Accounting-II			Course Code: HUBMS/III/MJ02		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60
Learning Objectives: 1.To enhance the abilities of learners to develop the concept of management accounting and its significance in the business 2.To enable the learners to understand, develop and apply the techniques of marginal costing in the decision making in the business corporates 3.To enable the learners in understanding, developing, preparing and presenting the financial report in the business corporates					
Course Outcomes: After completion of the course, learners would be able to: CO1: to able to make decisions related to finance on immediate basis CO2: to help in decision making at managerial level.					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Cash Flow Statement	15
	1.1	Preparation of Cash Flow statement (Accounting Standard-3 (revised))	
2		Unit 2: Capital Budgeting	15
	2.1	Introduction to Capital Budgeting	
	2.2	The classification of capital budgeting projects	
	2.3	Capital Budgeting Process	
	2.4	Capital Budgeting Techniques - Payback Period Method, Accounting Rate of Return Method, Net Present Value Method, The Profitability Index Method, Discounted Payback. (Excluding calculation of cash Flow)	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		Unit 3: Marginal Costing, Cost Volume and Profit Analysis	
	3.1	Introduction to Marginal Costing	
	3.2	Advantages and Limitations of Marginal Costing	
	3.3	Contribution, Breakeven analysis and profit volume graph. Break even Analysis – Meaning and Graphic Presentation	
	3.4	Margin of safety and Key factor	
	3.5	Simple Practical problems based on Marginal Costing using formulae	
4		Unit 4: Managerial Decision Making	
	4.1	Make or buy	
	4.2	Sales mix decisions	
	4.3	Exploring new markets	
	4.4	Plant shut down decision	
	4.5	Practical problems	



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CONSUMER BEHAVIOUR

PROGRAM(s): S.Y.B.M.S.			SEMESTER: I		
Course/Subject: CONSUMER BEHAVIOUR			Course Code: HUBMS/III/MN01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60
Learning Objectives: 1.The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms 2.This course is meant to equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour. Students are expected to develop the skill of understanding and analysing consumer information and using it to create consumer-oriented marketing strategies.					
Course Outcomes: After completion of the course, learners would be able to: CO1: To explain the concept of Consumer Behaviour & describe Consumer research process in detail. CO2: To evaluate the factors affecting consumer behaviour in detail. CO3: To analyze the consumer decision process. CO4: To assess the impact of consumer's motivation, personality on the buying behaviour. CO5: To impart the basic knowledge of consumer protection rights.					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Introduction to Consumer Behaviour:	15
	1.1	Meaning of Consumer Behaviour, Features and Importance	
	1.2	Types of Consumer (Institutional & Retail), Diversity of consumers and their behaviour- Types Of Consumer Behaviour	
	1.3	Profiling the consumer and understanding their needs	
	1.4	Consumer Involvement	
	1.5	Application of Consumer Behaviour knowledge in Marketing	
	1.6	Consumer Decision Making Process and Determinants of Buyer	
	1.7	Behaviour, factors affecting each stage, and Need recognition.	
2		Unit 2: Individual- Determinants of Consumer Behaviour	
	2.1	Consumer Needs & Motivation (Theories - Maslow, Mc Cleland).	
	2.2	Personality – Concept, Nature of personality, Freudian, non - Freudian and Trait theories, Personality Traits and it's Marketing significance, Product personality and brand personification.	
	2.3	Self Concept – Concept	
	2.4	Consumer Perception	
	2.5	Learning - Theory, Nature of Consumer Attitudes, Consumer Attitude	
	2.6	Formation & Change.	
	2.7	Attitude - Concept of attitude	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3	3.1	Unit 3: Environmental- Determinants of Consumer Behaviour	
	3.2	Family Influences on Buyer Behaviour,	
	3.3	Roles of different members, needs perceived and evaluation rules.	
	3.4	Factors affecting the need of the family, family life cycle stage and size.	
	3.5	Social Class and Influences.	
	3.6	Group Dynamics & Consumer Reference Groups, Social Class & Consumer Behaviour - Reference Groups, Opinion Leaders and Social Influences In-group versus out-group influences, role of opinion leaders in diffusion of innovation and in purchase process.	
	3.7	Cultural Influences on Consumer Behaviour Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system.	
4		Unit 4: Consumer Decision making models and New Trends	
	4.1	Consumer Decision making models: Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making	
	4.2	Diffusion of innovations Process of Diffusion and Adoption, Innovation, Decision process, Innovator profiles	
	4.3	E-Buying behaviour The E-buyer vis-a vis the Brick and Mortar buyer, Influences on E-buying	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

AUDITING

PROGRAM(s): S.Y.B.M.S.		SEMESTER: III			
Course/Subject: Auditing		Course Code: HUBMS/III/MN02			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	3	40	60
Learning Objectives: 1.To enable students get acquaint with the various concepts of auditing 2.To ensure students understand and practice the various techniques of auditing while managing their finances					
Course Outcomes: After completion of the course, learners would be able to: CO1: To develop an understanding of the applications Auditing procedures and techniques CO2: To study an audit report and analyse the company performance					



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Introduction to Auditing	15
	1.1	Basics – Financial Statements, Users of Information, Definition of Auditing, Objectives of Auditing – Primary and Secondary, Expression of opinion, Detection of Frauds and Errors, Inherent limitations of Audit. Difference between Accounting and Auditing, Investigation and Auditing	
	1.2	Errors & Frauds – Definitions, Reasons and Circumstances, Types of Error – Commission, Omission, Compensating error. Types of frauds, Risk of fraud and Error in Audit, Auditors Duties and Responsibilities in case of fraud	
	1.3	Principles of Audit – Integrity, Objectivity, Independence, Skills, Competence, Work performed by others, Documentation, Planning, Audi Evidence, Accounting System and Internal Control, Audit Conclusions and Reporting	
	1.4	Types of Audit – Meaning, Advantages, Disadvantages of Balance sheet Audit, Interim Audit, Continuous Audit, Concurrent Audit and Annual Audit	
2		Unit 2: Audit Planning, Procedures and Documentation	15
	2.1	Audit Planning – Meaning, Objectives, Factors to be considered, Sources of obtaining information, Discussion with Client, Overall Audit Approach..	
	2.2	Audit Program – Meaning, Factors, Advantages and Disadvantages, Overcoming Disadvantages, Methods of Work , Instruction before commencing Work, Overall Audit Approach	
	2.3	Audit Working Papers - Meaning, importance, Factors determining Form and Contents, Main Functions / Importance, Features, Contents of Permanent Audit File, Temporary Audit File, Ownership, Custody, Access of Other Parties to Audit Working Papers, Auditors Lien on Working Papers, Auditors Lien on Client's Books	
	2.4	Audit Notebook – Meaning, structure, Contents, General Information, Current Information, Importance	

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DETAILED SYLLABUS

3		Unit 3: Auditing Techniques and Internal Audit Introduction	15
	3.1	Test Check - Test Checking Vs Routing Checking, test Check meaning, features, factors to be considered, when Test Checks can be used, advantages disadvantages precautions.	
	3.2	Audit Sampling - Audit Sampling, meaning, purpose, factors in determining sample size -Sampling Risk, Tolerable Error and expected error, methods of selecting Sample Items Evaluation of Sample Results auditors Liability in conducting audit based on Sample	
	3.3	Internal Control - Meaning and purpose, review of internal control, advantages, auditors duties, review of internal control, Inherent Limitations of Internal control, internal control samples for sales and debtors, purchases and creditors, wages and salaries. Internal Checks Vs Internal Control, Internal Checks Vs Test Checks	
	3.4	Internal Audit - Meaning, basic principles of establishing Internal audit, objectives, evaluation of internal Audit by statutory auditor, usefulness of Internal Audit, Internal Audit Vs External Audit,, Internal Checks Vs Internal Audit	
3		Unit 4: Auditing Techniques: Vouching & Verification	15
	4.1	Audit of Income - Cash Sales, Sales on Approval, Consignment Sales, Sales Returns Recovery of Bad Debts written off, Rental Receipts, Interest and Dividends Received Royalties Received	
	4.2	Audit of Expenditure - Purchases, Purchase Returns, Salaries and Wages, Rent, Insurance Premium, Telephone expense Postage and Courier, Petty Cash Expenses, Travelling Commission Advertisement, Interest Expense	
	4.3	Audit of Assets Book Debts / Debtors, Stocks -Auditors General Duties; Patterns, Dies and Loose Tools, Spare Parts, Empties and Containers Quoted Investments and Unquoted Investment Trade Marks / Copyrights Patents Know-How Plant and Machinery Land and Buildings Furniture and Fixtures	
	4.4	Audit of Liabilities - Outstanding Expenses, Bills Payable Secured loans Unsecured Loans, Contingent Liabilities	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

ARTIFICIAL INTELLIGENCE FOR BUSINESS

PROGRAM(s): S.Y.B.M.S.			SEMESTER: III		
Course/Subject: Artificial Intelligence for Business			Course Code: HUBMS/III/OE01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	3	20	30
Course Objectives: 1. Understand the fundamental differences between traditional AI and Generative AI. 2. Explore various Generative AI techniques, including Large Language Models, text, image, video, and audio generation. 3. Gain practical experience using Generative AI tools and crafting effective prompts. 4. Analyze the potential applications of Generative AI in different business contexts. 5. Understand the ethical considerations and potential risks associated with Generative AI.					
Course Outcomes: CO1: Explain the core principles of Generative AI and its distinction from traditional AI approaches. CO2: Identify and describe various Generative AI models like Large Language Models. CO3: Utilize text, image, video, and audio generation tools through effective prompt design. CO4: Analyze the potential benefits and drawbacks of implementing Generative AI in a business setting. CO5: Discuss the importance of responsible development and use of Generative AI technologies.					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Introduction to Generative AI	15
		Foundations of AI Tools and Prompting	
	1.1	Introduction to AI in Business - Meaning and evolution of AI - Role in business decision-making - AI vs Automation - AI tools ecosystem	
	1.2	Introduction to AI Tools - ChatGPT, Claude, Perplexity, Gemini, Copilot - Comparison and use-cases	
	1.3	Prompt Engineering - Types of prompts - Prompt frameworks (AIDA, PAS) - Business prompt writing	
	1.4	AI for Content Creation - Reports, emails, social media - Blogs and branding	
	1.5	Ethical AI Use - Data privacy - Bias and misinformation - Responsible usage	



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DETAILED SYLLABUS

2		Unit 2: Business Applications using AI Tools	15
	2.1	AI in Marketing - Content creation - Ads & SEO - Campaign planning	
	2.2	AI in Finance - Report summarization - Budgeting - Market research	
	2.3	AI in HR - Resume screening - Interview questions - Communication	
	2.4	AI for Productivity - Email automation - Meeting summaries - Presentations	
	2.5	AI for Strategy - SWOT analysis - Business plans - Competitor analysis	
		PRACTICAL - Hands-on with ChatGPT, Claude, Perplexity, Gemini, Copilot - Prompt writing exercises - AI business project	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

PRODUCTION AND QUALITY MANAGEMENT

PROGRAM: S.Y.B.M. S		SEMESTER: III			
Course: Production and Quality Management		Course Code: HUBMS/III/VSC01			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Session (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1.To acquaint learners with basic management decisions with respect to production and quality management. 2.To make the learners understand the designing aspect of production systems. 3.To enable the learners apply what they have learnt theoretically.					
Course Outcomes: After completion of the course, learners would be : CO1: Acquainted with management decision making skills. CO2: Develop analytical skills to analyse using tools of quality management.					



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Units	Unit Title	Lectures
1		Unit 1: Production Management	15
	1.1	Production Management • Objectives, Components–Manufacturing systems: Intermittent and Continuous Production Systems. • Product Development, Classification and Product Design. • Plant location & Plant layout– Objectives, Principles of good product layout, types of layout.	
	1.2	Material Management- Concept, Objectives and importance of materials management.	
	1.3	Transactional v/s Transformational leaders.	
2		Unit 2: Total Quality Management	15
	2.1	Concepts of Productivity, modes of calculating productivity. Importance of Quality Management, factors affecting quality; TQM– concept and importance, Cost of Quality.	
	2.2	Quality Improvement Strategies & Certifications: Kepner Tregoe Methodology of problem solving, Six Sigma features, Enablers, Goals, ISO 9000, ISO 14000, QS9000. Malcolm Baldrige National Quality Award (MBNQA), Deming's Application Prize.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

CORPORATE ETIQUETTE AND PROFESSIONAL GROOMING

PROGRAMME: S.Y.B.M.S			SEMESTER: III	
Course: Corporate Etiquette and Professional Grooming			Course Code: HUBMS/III/SEC01	
Teaching Scheme				Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Credit	Continuous Internal Assessment (CIA) (Marks-	End Semester Examination
2	NA	2	20	30

Learning Objective:

1. Understand and apply self-awareness tools such as the Johari Window, SWOT analysis, and self-assessment techniques to identify strengths, weaknesses, interests, and areas for improvement.
2. Acquire knowledge of professional etiquettes in various settings, including office, meetings, interviews, emails, phone, and social media.
3. Learn the components and importance of Emotional Quotient (EQ) and Social Quotient (SQ), and develop strategies to apply these in professional and personal settings.
4. Cultivate leadership, teamwork, and collaboration skills, along with strategies for conflict resolution and negotiation.
5. Learn effective time management and stress management techniques to achieve a balanced work-life and build resilience.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Students will be able to perform self-assessments and create personal development plans based on self-awareness tools like the Johari Window and SWOT analysis.

CO2: Students will demonstrate an understanding of their personality traits and types and apply this knowledge to enhance personal and professional growth.

CO3: Students will exhibit improved emotional and social intelligence by effectively managing emotions, building professional relationships, and applying strategies for professional success.

CO4: Students will display mastery of professional etiquettes across various settings, including the ability to create strong first impressions and maintain professional behavior at work.

CO5: Students will communicate effectively in verbal and non-verbal forms, adapting their communication style to suit different audiences and cultural contexts.

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub- Unit	Unit Title	Lectures
1		Self-Awareness and Personality Development	15
	1.1	Self-Awareness- Importance, Meaning, Johari Window, Know yourself, Likes, Dislikes, Hobbies, Interest, SWOT Analysis Self Assessment- Meaning, Current Skills and Areas of Improvement, DISC assessment technique, MBIT Indicator Personality- Meaning, Traits, Types, Building strong personality, Personality Development Tools, Big 5 personality Traits, HEXACO Model, Self Esteem- meaning, techniques to build self-esteem and confidence Personal Grooming- Importance, Grooming routine, Versatile Wardrobe, Dress code for various occasion, Personal hygiene, Physical appearance, Digital Image Management	
	1.2	Emotional Quotient- Meaning, Components, Strategies and Applications Social Quotient- Meaning, Components, Strategies, Building and Maintaining professional relations Intelligent Quotient- meaning, Developing IQ, Critical Thinking, Problem Solving, Cognitive Skills	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

2		Manners, Etiquette and Communication Skills	15
	2.1	Etiquettes- Meaning, Importance, Creating first impression, effective professional introduction, Professional behavior at work Professional Etiquettes- Office etiquettes, Meeting etiquettes, Interview etiquettes, Email and Phone etiquettes, Event etiquettes, Hosting and attending Business Events, Dressing etiquettes, Social Media etiquettes, Manners- handshake, greetings, expressing gratitude, apologies	
	2.2	Communication skills Verbal – Clarity, conciseness, tone, pace, active listening Non Verbal- Body language, facial expression, gestures, postures, space distancing Communication styles- Different styles, adjusting with audience, cross cultural issues, and strategies Conflict Resolution and Negotiation Leadership, Team Work and Collaboration Networking and Relationship Building and Management Stress Management and Resilience Time Management, Work-life balance strategies	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

SEMESTER IV

ORGANIZATIONAL BEHAVIOUR AND HRM

PROGRAM(s): S.Y.B.M.S.			SEMESTER: IV		
Course/Subject: ORGANIZATIONAL BEHAVIOUR AND HRM			Course Code: HUBMS/IV/MJ01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60

Learning Objectives:

1. The objective of this course is to familiarize the student with the fundamental aspects of Various issues associated with Human Resource Management as a whole.
2. The course aims to give a comprehensive overview of Organization Behaviour as a separate area of management.
3. To introduce the basic concepts, functions and processes & create an awareness of the role, functions and functioning of Human Resource Management & OB.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: To develop an understanding of the individuals and groups behavior inside organizations

CO2: Enhance your skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Organisational Behaviour-I	15
	1.1	Introduction to Organizational Behaviour-Concept, definitions, Evolution of OB	
	1.2	Importance of Organizational Behaviour-Cross Cultural Dynamics, Creating Ethical Organizational Culture & Climate	
	1.3	Individual and Group Behaviour-OB models-Autocratic, Custodial, Supportive, Collegial & SOBC in context with Indian OB	
	1.4	Human Relations and Organizational Behaviour	
2		Unit 2: Organisational Behaviour-II	15
	2.1	Managing Communication: Conflict management techniques.	
	2.2	Time management strategies.	
	2.3	Learning Organization and Organizational Design	
	2.4	Rewards and Punishments-Termination, layoffs, Attrition, Retrenchment, Separations, Downsizing	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		Unit 3: Human Resource Management-I	15
	3.1	HRM-Meaning, objectives, scope and functions	
	3.2	HRP-Definition, objectives, importance, factors affecting HRP, Process of HRP, Strategies of HRM , Global HR Strategies	
	3.3	HRD-Concept ,meaning, objectives, HRD functions	
4		Unit 4: Human Resource Management-II	15
	4.1	Performance Appraisal: concept, process, methods and problems, KRA'S	
	4.2	Compensation-concept, components of Pay Structure, Wage and salary administration, Incentives and Employee benefits.	
	4.3	Career planning-concept of career Planning, Career stages and carrier planning	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

BUSINESS PLANNING & ENTREPRENEURIAL MANAGEMENT

PROGRAM(s): S.Y.B.M.S.			SEMESTER: IV		
Course/Subject: Business Planning & Entrepreneurial Management			Course Code: HUBMS/II/MJ02		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60
Learning Objectives: 1. Entrepreneurship is one of the major focus areas of the discipline of Management. This course introduces Entrepreneurship to budding managers. 2. To develop entrepreneurs & to prepare students to take the responsibility of full line of management function of a company with special reference to SME sector.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Identify entrepreneurial activity and its application CO2: Prepare a successful business plan and a feasibility analysis CO3: Use critical thinking to formulate and execute managerial entrepreneurial strategies, plans, and procedures.					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Foundations of Entrepreneurship Development	15
	1.1	Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Importance and significance of growth of entrepreneurial activities Characteristics and qualities of entrepreneur	
	1.2	Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating Theory of High Achievement by McClelland X-Efficiency Theory by Leibenstein Theory of Profit by Knight Theory of Social change by Everett Hagen	
	1.3	External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Role of Entrepreneurial culture in Entrepreneurship Development.	
2		Unit 2: Types & Classification Of Entrepreneurs	15
	2.1	Intrapreneur – Concept and Development of Intrapreneurship	
	2.2	Women Entrepreneur – concept, development and problems faced by Women Entrepreneurs, Development of Women Entrepreneurs with reference to Self Help Group	
	2.3	Social entrepreneurship – concept, development of Social entrepreneurship in India. Importance and Social responsibility of NGO's.	
	2.4	Entrepreneurial development Program (EDP) – concept, factor influencing EDP. Option available to Entrepreneur. (Ancillarisation, BPO, Franchise, M&A)	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		Unit 3: Entrepreneur Project Development & Business Plan	15
	3.1	Innovation, Invention, Creativity, Business Idea, Opportunities through change.	
	3.2	Idea generation– Sources-Development of product /idea,	
	3.3	Environmental scanning and SWOT analysis	
	3.4	Creating Entrepreneurial Venture-Entrepreneurship Development Cycle	
	3.5	Business Planning Process-The business plan as an Entrepreneurial tool, scope and value of Business plan.	
	3.6	Elements of Business Plan, Objectives, Market and Feasibility Analysis, Marketing, Finance, Organization & Management, Ownership,	
	3.7	Critical Risk Contingencies of the proposal, Scheduling and milestones	
4		Unit 4: Venture Development	15
	4.1	Steps involved in starting of Venture	
	4.2	Institutional support to an Entrepreneur	
	4.3	Venture funding, requirements of Capital (Fixed and working) Sources of finance, problem of Venture set-up and prospects	
	4.4	Marketing: Methods, Channel of Marketing, Marketing Institutions and Assistance.	
	4.5	New trends in entrepreneurship	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

ADVERTISING

PROGRAM(s): S.Y.B.M. S			SEMESTER: IV		
Course:			Course Code: HUBMS/IV/MN01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60
Learning Objectives: 1.To understand and examine the growing importance of advertising 2.To understand the construction of an effective advertisement 3.To categorize the process of segmenting, targeting, positioning and ethical issues involved in the marketing process. 4.To understand the role of advertising in contemporary scenario 5.To understand the future and career in advertising					
Course Outcomes: After completion of the course, learners would be able to: CO1: Analyze the elements of a brand and understand how the brand-building process contributes to the success of products or services. CO2: Classify various marketing research. CO3: Apply the concept of marketing mix in real life scenario. CO4: Illustrate different stages of segmenting, targeting, positioning. CO5: Inculcate the values of ethics in relation to marketing.					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Units	Unit Title	Lectures
1		Unit 1: Introduction to Advertising	15
	1.1	Definition, Evolution of Advertising, Importance, Scope, Features, Benefits, Five M's of Advertising	
	1.2	Types of Advertising –consumer advertising, industrial advertising, institutional advertising, classified advertising, national advertising, generic advertising	
	1.3	Theories of Advertising : Stimulus Theory, AIDA, Hierarchy Effects Model, Means – End Theory, Visual Verbal Imaging, Cognitive Dissonance	
	1.4	Ethics and Laws in Advertising : Puffery, Shock Ads, Subliminal Advertising, Weasel Claim, Surrogate Advertising, Comparative Advertising Code of Ethics, Regulatory Bodies, Laws and Regulation – CSR, Public Service Advertising, Corporate Advertising, Advocacy Advertising	
	1.5	Social, cultural and Economic Impact of Advertising, the impact of ads on Kids, Women and Advertising	
2		Unit 2: Strategy and Planning Process in Advertising	15
	2.1	Advertising Planning process & Strategy : Introduction to Marketing Plan, Advertising Plan- Background, situational analysis related to Advertising issues, Marketing Objectives, Advertising Objectives, Target Audience, Brand Positioning (equity, image personality), creative Strategy, message strategy, media strategy, Integration of advertising with other communication tools	
	2.2	Role of Advertising in Marketing Mix : Product planning, product brand policy, price, packaging, distribution, Elements of Promotion, Role of Advertising in PLC	
	2.3	Advertising Agencies – Functions – structure – types - Selection criteria for Advertising agency – Maintaining Agency–client relationship, Agency Compensation.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		Unit 3: Creativity in Advertising	15
	3.1	Introduction to Creativity – definition, importance, creative process , Creative strategy development – Advertising Campaign – determining the message theme/major selling ideas – introduction to USP – positioning strategies – persuasion and types of advertising appeals – role of source in ads and celebrities as source in Indian ads – execution styles of presenting ads.	
	3.2	Role of different elements of ads – logo, company signature, slogan, tagline, jingle, illustrations, etc –	
	3.3	Creating the TV commercial – Visual Techniques, Writing script, developing storyboard, other elements (Optical, Soundtrack, Music)	
	3.4	Creating Radio Commercial – words, sound, music – scriptwriting the commercial – clarity, coherence, pleasantness, believability, interest, distinctiveness	
	3.5	Copywriting: Elements of Advertisement copy – Headline, sub-headline, Layout, Body copy, slogans. Signature, closing idea, Principles of Copywriting for print, OOH, essentials of good copy, Types of Copy, Copy Research.	
4		Unit 4: Budget, Evaluation, Current trends and careers in Advertising	15
		Advertising Budget – Definition of Advertising Budget, Features, Methods of Budgeting	
		Evaluation of Advertising Effectiveness – Pre-testing and Post testing Objectives, Testing process for Advertising effectiveness, Methods of Pre-testing and Post-testing, Concept testing v/s Copy testing	
		Current Trends in Advertising : Rural and Urban Advertising, Digital Advertising, Content Marketing (Advertorials), retail advertising, lifestyle advertising, Ambush Advertising, Global Advertising – scope and challenges – current global trends	
		Careers in Advertising : careers in Media and supporting firms, freelancing options for career in advertising, role of Advertising Account Executives, campaign Agency family tree – topmost advertising agencies and the famous advertisements designed by them	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

CORPORATE FINANCE

PROGRAM(s): S.Y.B. M. S			SEMESTER: IV		
Course: CORPORATE FINANCE			Course Code: HUBMS/IV/MN02		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial- (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60

Learning Objectives:

- 1.The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making.
- 2.The course aims at explaining the core concepts of corporate finance and its importance in managing a business
- 3.To providing understanding of nature, importance, structure of corporate finance related areas and to impart knowledge regarding source of finance for a business

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Describe the different components of the Financial System.

CO2: Discuss the role of regulators in the Indian Financial System.

CO3: Enlist important contributions of commercial banks, development banks and RBI.

CO4: Illustrate various mutual fund schemes and its functioning.



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Introduction	15
	1.1	Introduction To Corporate Finance: Meaning, Principles of Corporate Finance, Significance of Corporate Finance, Amount of Capitalisation, Over Capitalisation and Under Capitalisation, Fixed capital and Working Capital funds.	
	1.2	Introduction to ownership securities – Ordinary Shares, Reference Shares, Creditor Ship Securities, Debtors and Bonds, Convertible Debentures, Concept of Private Placement of Securities.	
2		Unit 2: Capital Structure and Leverage	15
	2.1	Introduction to Capital Structure theories, EBIT – EPS analysis for Capital Structure decision.	
	2.2	Cost of Capital – Cost of Debt, Cost of Preference Shares, Cost of Equity Shares and Cost of Retained Earnings, Calculation of Weighted Cost of Capital.	
	2.3	Introduction to concept of Leverage - Operating Leverage, Financial Leverage and Combined Leverage.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		Unit 3: Time Value of Money	15
	3.1	Introduction to Time Value of Money – compounding and discounting	
	3.2	Introduction to basics of Capital Budgeting (time value of money based methods) – NPV and IRR (Net Present Value and Internal Rate of Return)	
	3.3	Importance of Risk and Return analysis in Corporate Finance	
4		Unit 4: Mobilisation of Funds	15
	4.1	Public deposits and RBI regulations, Company deposits and SEBI regulations, Protection of depositors, RBI and public deposits with NBFC's.	
	4.2	Foreign capital and collaborations, Foreign direct Investment (FDI) Emerging trends in FDI	
	4.3	Global Depositary Receipts, Policy development, Capital flows and Equity Debt.	
	4.4	Brief introduction & sources of short term Finance Bank Overdraft, Cash Credit, Factoring	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DESIGN THINKING FOR MANAGERS

PROGRAM(s): S.Y.B.M.S.		SEMESTER: IV			
Course/Subject: Design Thinking for Managers		Course Code: HUBMS/IV/OE01			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1.To expose the student with state of the art perspectives, ideas, concepts, and solutions related to the design and execution of projects using design thinking principles. 2.To prepare the mindset and discipline of systemic inspiration driven by a desire to identify new sources of ideas, and new models especially outside their regular working atmosphere. 3.To propose a concrete, feasible, viable and relevant innovation project/challenge					
Course Outcomes: After completion of the course, learners would be able to: CO1: To get understanding of design thinking for brand, product and service development CO2: To learn a series of design thinking concepts, methods and techniques to bring about innovation in business and in the social sector					





SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Introduction	15
	1.1	Meaning of Design thinking, Design Thinking Skills Principles of Design Thinking, The Basis for Design Thinking, The Design Thinking Team, Design Thinking Workshops and Meetings – Exercises and case based discussions	
	1.2	The Design Thinking Team, Design Thinking Workshops and Meetings – Exercises and case based discussions	
2		Unit 2: Techniques	15
	2.1	Listening and Empathizing Techniques – observation – structured open ended approach - , Design Thinking Frameworks, Ideation tools – brainstorming, innovation heuristics, behaviour models, overcoming cognitive fixedness – Exercises and case based discussions	
	2.2	Use of Diagrams and Maps in Design Thinking – Empathy map. Affinity diagram, mind map, journey map, combining ideas into complex innovation concepts	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

SELLING AND NEGOTIATION SKILLS

PROGRAM(s): S.Y.B.M.S.			SEMESTER: IV		
Course/Subject: Selling and Negotiation Skills			Course Code: HUBMS/IV/VSC01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30

Learning Objectives:

1. The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management.
2. The module is designed to introduce the students to the basic elements of the selling.
3. The module will give the students a broad understanding regarding different models used for effective selling and negotiations.
4. It also creates awareness among the students about the basic qualities, traits and skills that they need to imbibe to be an effective management professional.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Understand and explain the concepts, process, and frameworks of negotiation and selling.

CO2: Apply negotiation and selling techniques to real-world business situations by demonstrating effective communication, persuasion, and stakeholder management skills.

CO3: Analyze various selling methods, strategies, and customer behaviors to develop appropriate approaches for different markets (B2B, B2C, C2C) and stakeholders.

CO4: Evaluate negotiation outcomes and sales performance by identifying barriers, handling objections, and diagnosing reasons for unsuccessful deal closures

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Unit Title	Lectures
1	Unit 1: Negotiation	15
	Meaning, Definition, Scope & Importance of Negotiation in Management, Types of Negotiation, Cross Cultural and Ethical considerations in Negotiation.	
	Negotiation Stages and Process, Skills of a Negotiator, Legal Aspects of Negotiation, Role and Importance of Emotional Intelligence in Negotiation.	
	Negotiation Models (BATNA, Dyad, ZOPA, 9 Grid) & Strategies, Win-win vs win-lose strategies, Power, influence, and persuasion tactics, Barriers & Challenges in Negotiation	
2	Unit 2: Marketing and Selling Skills	15
	Introduction to Marketing & Selling Concepts, Traits of a Successful Salesperson, , Core Selling Skills, Selling Theories	
	Understanding Successful Selling Process & Models (7 Steps Model), Customer journey and sales funnel	
	Selling Methods and Approaches, Customer Focused Selling, Art of Persuasion and influence, Selling Strategies Closing & Objection Handling- Techniques for closing a sale, Handling objections effectively, Reasons for unsuccessful closing:	
	Selling to Various Stakeholders - Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers	
	Selling to Customers – B2C, B2B, C2C, Products, Services, Intangibles & Projects, Strategic Selling for Start-ups	
	Communication & Presentation Skills (body language, pitching) Experiential Learning (case studies, role plays)	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

SEMESTER V

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

PROGRAM(s): T.Y.B.M.S.		SEMESTER: V			
COURSE/SUBJECT: LOGISTICS AND SUPPLY CHAIN MANAGEMENT		COURSE CODE: HUBMS/V/MJ01			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	3	40	60

Learning Objectives:

- 1.To provide basic knowledge of logistics and supply chain management.
- 2.To describe the role of logistics and how it interacts with the different tangible components of a supply chain.
- 3.To discuss various dimensions of performance measurement in logistics management.
- 4.To understand global trends in logistics and supply chain management.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Identify the interconnection of logistics and supply chain management with overall organization functions.

CO2: Categorize the various functions of logistics and Supply chain management.

CO3: Design operational strategies for effective Logistics and Supply Management.

CO4: Assess the global drivers of businesses that are impacting the Supply Chain of the organization.



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		UNIT 1 : Overview of Logistics and Supply Management	15
	1.1	Introduction to Logistics Management • Meaning, Basic Concepts of Logistics- Logistical Performance Cycle, Inbound Logistics, Inprocess Logistics, Outbound Logistics, Logistical Competency, Integrated Logistics , Reverse Logistics and Green Logistics • Objectives of Logistics, Importance of Logistics, Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment	
	1.2	Introduction to Supply Chain Management Meaning, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration	
	1.3	Customer Service: Key Element of Logistics Meaning of Customer Service, Objectives, Elements, Levels of customer service, Rights of Customers	
	1.4	Demand Forecasting Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)	
2		UNIT 2: Elements of Logistics Mix	15
	2.1	Transportation: Introduction, Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation	
	2.2	Warehousing: Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing Strategies, Factors affecting Warehousing	
	2.3	Packaging: Introduction, Objectives of Packaging, Functions/Benefits of Packaging, Types of Packaging Material, Packaging Costs	
	2.4	Material handling, Inventory Management: Overview Industrial Visit to the Manufacturing Plant/Factory.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		UNIT 3: Logistic costing, Performance Management and Logistic networks analysis	15
	3.1	Logistics Costing: Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing	
	3.2	Performance Measurement in Supply Chain Meaning, Objectives of Performance Measurement, Types of Performance Measurement, Dimensions of Performance Measurement, Characteristics of Ideal Measurement System	
	3.3	Logistical Network Analysis Meaning, Objectives, Importance, Scope, RORO/LASH	
4		UNIT 4 Recent trends in Logistic and Supply chain management	15
	4.1	Information Technology in Logistics Introduction, Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure	
	4.2	Modern Logistics Infrastructure Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains	
	4.3	Logistics Outsourcing Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing-Value Proposition	
	4.4	Logistics in the Global Environment Managing the Global Supply Chain, Impact of Globalization on Logistics and Supply Chain Management, Global Logistics Trends, Global Issues and Challenges in Logistics and Supply Chain Management	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

PROGRAM(s): T.Y.B.M.S.		SEMESTER: V			
COURSE/SUBJECT: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT		COURSE CODE: HUBMS/V/MJ02			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	3	40	60

Learning Objectives:

1. To introduce the learners to different concepts of finance.
2. To compute techniques of security and portfolio analysis.
3. Understanding about Fundamental and Technical analysis
4. Knowledge about importance of investing in a portfolio and its management
5. To introduce learners to the Indian Knowledge Systems (IKS) perspective in wealth creation and investment.
6. To analyze the principles of ancient Indian texts and their relevance to modern financial systems

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Identify a financial security as an asset or speculation

CO2: Able to understand the importance of financial markets

CO3: Aware of the various perspectives which can be utilized to analyze a stock

CO4: Able to understand the nuances of building and optimizing a portfolio

CO5: Analyze the ethical and value-based dimensions of wealth management in Indian texts.

CO3: Apply IKS insights in modern portfolio management and investment planning.

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: A Conceptual Framework of Investments	15
	1.1	Investment: Introduction, Investment Process, Criteria for Investment, Types of Investors, Investment V/s Speculation V/s Gambling, Investment Avenues, Factors Influencing Selection of Investment Alternatives.	
	1.2	Meaning, Types of Risk: Systematic and Unsystematic risk, Measurement of Beta, Standard Deviation, Variance, Reduction of Risk through Diversification. Problems on Calculation of Standard Deviation, Variance and Beta.	
	1.3	Security Analysis: Fundamental Analysis, Economic Analysis, Industry Analysis, Trend Analysis (Assignment), Technical Analysis - Basic Principles of Technical Analysis., Uses of Charts: Line Chart, Bar Chart, Candlestick Chart, Mathematical Indicators: Moving Averages, Oscillators.	
2		UNIT 2 PORTFOLIO MANAGEMENT & THEORIES	15
	2.1	Portfolio Management: Meaning and Concept, Portfolio Management Process, Objectives, Basic Principles, Factors affecting Investment Decisions in Portfolio Management, Portfolio Strategy Mix.	
	2.2	Theories: Dow Jones Theory, Elloit Wave Theory, Efficient Market Theory. Capital Asset Pricing Model: CAPM Equation, Capital Market Line, Security Market Line.	
	2.3	Portfolio Performance Measurement: Meaning of Portfolio Evaluation, Sharpe"s Ratio (Basic Problems), Treynor"s Ratio (Basic Problems), Jensen"s Differential Returns (Basic Problems).	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		UNIT 3 FOUNDATIONS OF INVESTMENT IN INDIAN KNOWLEDGE SYSTEMS	15
	3.1	Concepts of Artha and Dhana in Indian Philosophy – Wealth as a Societal Duty	
	3.2	Insights from Arthashastra: Economic Planning, Trade, and Investment Ethics	
	3.3	Bhagavad Gita: Perspectives on Ethical Finance and Duty-based Wealth	
	3.4	Traditional Indian Asset Classes: Land, Gold, Cattle, and Community-based Investing	
4		UNIT 4 PORTFOLIO AND WEALTH MANAGEMENT THROUGH INDIAN WISDOM	15
	4.1	Wealth Preservation and Growth in Ancient India – Principles and Practices	
	4.2	Role of Dharma, Karma, and Purusharthas in Investment Decision Making	
	4.3	Indigenous Risk Management: Diversification Strategies from Indian Traditions	
	4.4	Comparative Analysis: IKS-based Investment Vs Modern Portfolio Theories	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

E- COMMERCE AND DIGITAL MARKETING

PROGRAM(s): T.Y.B.M.S.			SEMESTER: V		
COURSE/SUBJECT: E-COMMERCE AND DIGITAL MARKETING			COURSE CODE: HUBMS/V/MJ02		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60
Learning Objectives: 1.To understand increasing significance of E-Commerce and its applications in Business and Various Sectors 2.To provide an insight on Digital Marketing activities on various Social Media platforms and its emerging significance in Business 3.To understand Latest Trends and Practices in E-Commerce and Digital Marketing, along with its Challenges and Opportunities for an Organization 4.To incorporate the knowledge of commerce and e-commerce well-designed areas that combine hands-on projects and applications that is vital for creating Successful and competitive firms in order to develop a holistic organizational outlook.					
Course Outcomes: After completion of the course, learners would be able to: CO1: To acquire the basic concept of E-Commerce CO2: To gain the knowledge on EDI and on consumer aspects in E-Commerce CO3: Learners will stay ahead with knowledge of emerging technologies like AI, voice search, and metaverse marketing. CO4: Learners will be prepared for professional roles while understanding data privacy, compliance, and sustainable practices.					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: E-Commerce and M-Commerce	15
	1.1	Introduction to E-commerce · Meaning, characteristics, and scope of E-commerce. · Categories: B2B, B2C, C2C, and others. · Benefits and challenges of E-commerce. Comparison: Traditional Commerce vs. E-commerce	
	1.2	E-commerce Environmental Factors Economic, Technological, Legal, Cultural, and Social factors shaping E-commerce. Debunking Myths: Common misconceptions about E-commerce.	
	1.3	Impact of E-commerce · Business Transformation: Effects on operations, customer engagement, and market dynamics. · Current trends, growth trajectory, and regional specifics. Sector-specific Trends in E-commerce · Retail: Innovations like omnichannel strategies and personalized shopping. · Banking: Digital payment systems and Fintech integration. · Tourism: Online booking platforms and virtual tours. · Government: E-governance and digital public services. · Education: E-learning platforms and virtual classrooms.	
	1.4	Mobile Commerce (M-Commerce) · Accessibility, convenience, and mobile-first strategies. Emerging Trends: Mobile apps, voice commerce, and wearable technology	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

2		Unit 2: E-Business & Applications	15
	2.1	Introduction to E-Business · Definition, evolution, and sustainability in E-Business. · Steps to launch an E-Business: market analysis, platform selection, branding. · Data Management, CRM, SCM: IoT, Blockchain, and AI for optimization, ERP: Cloud-based solutions for agility.	
	2.2.	Business Models · Bricks and clicks, subscription-based, freemium, and hybrid models. · Comparative analysis of traditional and emerging business models. E-Business Applications · E-Procurement: AI-powered systems. · E-Communication: VR, AR, and collaboration tools. · E-Delivery: Drone and autonomous logistics. · E-Auction: Blockchain-based platforms. · E-Trading: Cryptocurrency and DeFi.	
	2.3	Electronic Data Interchange (EDI) · Meaning, benefits, limitations, and cloud integrations. Website Design and Development · Principles: user-centric, responsive, and accessible design. · Tools: low-code platforms, CMS, and SEO optimization.	
	2.4	Emerging Trends · AI: Chatbots, predictive analytics. · Blockchain: Security and transparency. · Sustainability: Green computing. · Globalization: Cross-border strategies.	



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DETAILED SYLLABUS

3		Unit 3: Payment, Security, Privacy & Legal Issues in E-Commerce.	15
	3.1	Privacy and Security in E-Business · Key Issues: Data breaches, identity theft, phishing, and ransomware attacks. · Modern Solutions: AI-driven threat detection, blockchain for secure transactions, zero-trust architecture, and biometric authentication. Electronic Payment Systems · Importance of EPS in E-Commerce. · Types of Payment Systems: Debit Card, Credit Card, Smart Card.	
		E-cash, E-Cheque, E-wallet. Electronic Fund Transfer (EFT), cryptocurrency payments, and digital wallets. Emerging Trends: Contactless payments, QR code-based systems, and Buy Now Pay Later (BNPL) models.	
	3.2	Payment Gateway · Introduction: Role and significance in facilitating secure online transactions. · Process: Steps involved in payment gateway operations. · Types: Hosted, self-hosted, API-based, and blockchain-integrated gateways.	
	3.3	Transaction Security · Types: Secure Socket Layer (SSL), Transport Layer Security (TLS), tokenization, and end-to-end encryption. · Emerging Trends: Blockchain technology, and AI-powered fraud detection systems.	
	3.4	E-Commerce Laws · Need for Regulation: Ensuring trust, accountability, and consumer protection in digital transactions. · E-Commerce Laws in India: Overview of legal frameworks, including the IT Act 2000 and amendments. · Emerging Practices: Cross-border transaction regulations, digital contract laws, and AI-driven legal compliance tools.	



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DETAILED SYLLABUS

4		Unit 4: Digital Marketing	15
	4.1	Introduction to Digital Marketing · Definition, evolution, and significance in the digital economy. · Advantages and limitations of digital marketing in the current landscape. Core Activities in Digital Marketing: Search Engine Optimization (SEO), Search Engine Marketing (SEM), Blog Marketing, Viral Marketing, Podcasts & Vodcasts	
	4.2	Social Media Marketing · Digital marketing strategies across platforms like Instagram, LinkedIn, and emerging platforms. · Social commerce and shoppable posts. Online Advertising and Research. · Native advertising, programmatic ads, and ad fraud prevention. · Online PR: Reputation management and crisis communication.	
	4.3	Web Analytics · Tools like Google Analytics 4, heatmaps, and predictive analytics. · Measuring ROI and KPIs in digital campaigns. Promoting Web Traffic · Organic and paid strategies for driving traffic. Leveraging AI for traffic optimization.	
	4.4	Emerging Trends and Strategies · AI in Digital Marketing: Chatbots, recommendation engines, and predictive analytics. · Metaverse Marketing: Virtual reality (VR) and augmented reality (AR) campaigns. · Sustainability in Marketing: Eco-friendly practices and green branding. · Data Privacy and Compliance: Adapting to GDPR and other global regulations.	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

FINANCIAL ACCOUNTING

PROGRAM: TYBMS		SEMESTER: V			
Course: Financial Accounting		Course Code: HUBMS/V/MJ03			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60
Learning Outcomes: 1.To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.					
Course Outcome: CO1: To acquaint the learners in preparation of final accounts of companies. CO2: To study accounting of foreign currency and investment CO3: To gain basic understanding of IFRS					



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Course / Unit Title	Lectures
I	Preparation of Final Accounts of Companies Relevant provisions of Companies Act related to preparation of Final Accounts (excluding cash flow statement) Preparation of financial statements as per Companies Act (excluding cash flow statement) AS 1 in relation to final accounts of companies (disclosure of accounting policies)	15
II	Accounting of Transactions of Foreign Currency Inrelation to purchase and sale of goods, services, assets, loan and credit transactions. Computation and treatment of exchange rate differences.	15
III	Investment Accounting (w.r.t. Accounting Standard- 13) For shares (variable income bearing securities) For Debentures/Preference shares (fixed income bearing securities) Accounting for transactions of purchase and sale of investments with ex and cum interest prices and finding cost of investment sold and carrying cost as per weighted average method (Excl. brokerage). Columnar format for investment account.	15
IV	Introduction to IFRS and Indian Accounting Standards Accounting standards: Role/objectives of accounting standards, Development of accounting standards in India - Requirements of international accounting standards - International organizations engaged in accounting harmonization - IASB - FASB - Role of IASB in developing IFRS, Applicability, Interpretation, Scope and compliance of Accounting Standards Indian Accounting standards (Ind AS) : Introduction, Road map, First time adaptation of Indian Accounting Standard, Conceptual framework Comparison of Ind AS, IFRS and AS IFRS : Introduction, scope Purpose & Objective of financial statement-its Frame work-its assumption, characteristics, element, recognition & measurement., first time adoption of IFRS Convergence of Ind-As and IFRS	15

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

CUSTOMER RELATIONSHIP MANAGEMENT

PROGRAM(s): T.Y.B.M.S.			SEMESTER: V		
COURSE/SUBJECT: CUSTOMER RELATIONSHIP MANAGEMENT			COURSE CODE: HUBMS/V/MJ03		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	3	40	60
Learning Objectives: 1.To understand the importance of customer relationship management in modern business practices 2.To analyse the role of CRM in marketing, customer service, data driven decision making 3.To explore the process of planning, implementation, and evaluation of CRM initiatives 4.To examine the role of technology in facilitating CRM processes					
Course Outcomes: After completion of the course, learners would be able to: CO1: It will help students to understand the foundations and principles of CRM CO2: Analyze how CRM supports marketing initiatives, customer service and data-driven decision making. CO3: Possess the skills to plan and execute CRM initiatives, CO4: Students will be able to identify potential implications for future CRM strategies and practices					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Introduction to Customer Relationship Management	15
	1.1	Concept, Objectives, Benefits of CRM to Customers and Organizations, Components of CRM: Information, Process, Technology and People, Barriers to CRM	
	1.2	Relationship Marketing and CRM: Relationship Development Strategies: Organizational Pervasive Approach, Brand Building through Relationship Marketing, Relationship Challenges	
	1.3	Customer Centricity in CRM, Customer Journey Mapping, Customer Touch Points	
	1.4	Objectives of CRM Strategy, The CRM Strategy Cycle: Acquisition, Retention and Win Back, Complexities of CRM Strategy	
2		Unit 2: CRM Marketing Initiatives, Customer Service and Data Analytics	15
	2.1	CRM Marketing Initiatives: Cross-Selling and Up-Selling, Customer Retention, Customer Profitability and Value Modeling, Channel Optimization, Personalization, Event-Based Marketing, Customer Profiling, Customer Segmentation, Integrating social media, email, mobile channels with CRM	
	2.2.	CRM and Customer Service: Call Center and Customer Care, Call Routing, Contact Center Sales-Support, Web Based Self Service, Customer Satisfaction Measurement	
	2.3	CRM and Data Analytics: Importance of data analytics in CRM, Customer Behavior Prediction, Data – driven decision – making in CRM	

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DETAILED SYLLABUS

3		UNIT 3: CRM Planning, Implementation, and Evaluation	15
	3.1	Planning and Implementation of CRM: B2B CRM, Sales and CRM, Sales Force Automation, Sales Process/ Activity Management, Sales Territory Management, Contact Management, Lead Management, Configuration Support, Customer Knowledge Management, Customer Interaction Management,	
	3.2	CRM Implementation: Steps- Business Planning, Architecture and Design, Technology Selection, Development, Delivery and Measurement, Case studies highlighting successful CRM implementations	
	3.3	CRM Evaluation: Basic Measures- Service Quality, Customer Satisfaction, Customer Loyalty. Key performance indicators (KPIs) for evaluating CRM effectiveness, Continuous improvement in CRM through feedback loops	
4		UNIT 4: CRM NEW HORIZONS	15
	4.2	CRM Trends, Challenges and Opportunities	
	4.2	Emerging technologies in CRM to enhance customer experience (Chatbots, Augmented Reality, Virtual Reality)	
	4.3	Ethical issues in AI-powered CRM, Best practices for CRM privacy and data protection Case studies and real-world examples of organizations adapting to new CRM horizons and overcoming challenges	

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DIRECT & INDIRECT TAXES

PROGRAM(s): TYBMS			SEMESTER: V		
Course/Subject: DIRECT & INDIRECT TAXES			COURSE CODE: HUBMS/V/MN01		
Teaching Scheme					Evaluation Scheme
Lectures (2 Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
(60 lectures)	NA	NA	4	40 marks	60 marks

Learning Objective:

This course enables students to develop a comprehensive understanding of the Indian taxation system, including both direct and indirect taxes. They will be able to explain the key concepts, legal definitions, and structures governing taxation and will demonstrate the ability to compute individual income tax liability by applying relevant provisions under various heads of income and deductions. The course also equips learners with conceptual and procedural knowledge of Goods and Services Tax (GST), including the mechanics of supply, input tax credit, and GST return filing. Students will be capable of applying GST principles in practical business scenarios, interpreting statutory compliance requirements, and appreciating the strategic role taxation plays in business decisions and financial planning.

Course Outcomes:

- CO1:** Explain the basic concepts and legal framework of direct and indirect taxation in India.
- CO2:** Compute income tax liability for individuals based on applicable heads and deductions.
- CO3:** Understand and analyze the structure and functioning of the GST system.
- CO4:** Apply GST concepts of time of supply, place of supply, and Input Tax Credit in practical scenarios.
- CO5:** Demonstrate awareness of tax planning and compliance strategies for business decision-making

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DETAILED SYLLABUS

Units	Module Title	Lectures
1	Introduction to Taxation	15
	· Meaning, Features & Objectives of Taxation · Types of Taxes: Direct vs. Indirect · Constitutional Provisions relating to Taxation in India · Basic Concepts: Assessee, Assessment Year, Previous Year, Person, Income, Gross Total Income, Total Income · Residential Status and Scope of Total Income	
2	Direct Tax – Income Tax (Basics and Computation)	15
	· Heads of Income: - o Income from Salary (basic computation) - o Income from House Property (theory only) - o Profits and Gains of Business or Profession (overview) - o Income from Other Sources · Deductions under Chapter VI-A (Sections 80C, 80D, 80G – selected) · Computation of Total Income and Tax Liability (for Individual only) · Filing of Income Tax Returns: ITR-1 Overview	
3	Basics of Indirect Taxation & GST Framework	15
	· Introduction to Indirect Tax Structure in India (pre-GST and post-GST) · Features and Need for GST · Constitutional Amendments and GST Council · GST Acts: CGST, SGST, IGST – Overview · GST Definitions: Supply, Goods, Services, Taxable Person, Aggregate Turnover	
4	GST – Key Concepts & Mechanism	15
	· Levy and Collection of GST · Types of Supply: Intra-state & Inter-state · Time of Supply & Place of Supply (basic understanding) · Input Tax Credit (ITC): Concept, Conditions, Utilization · GST Registration: Process and Threshold · Tax Invoices, Debit & Credit Notes · Returns under GST – GSTR-1, GSTR-3B (conceptual overview) · Composition Scheme	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

SERVICE MARKETING

PROGRAM(S): T.Y.B.M. S		SEMESTER: V			
COURSE/SUBJECT: SERVICE MARKETING		COURSE CODE: HUBMS/V/MN01			
TEACHING SCHEME					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
60 hours	NA	NA	4	40 marks	60 marks

Learning Objective:

1. Understand the Fundamentals and Environment of Services Marketing
2. Apply the Extended Marketing Mix and Positioning Strategies for Services
3. Learn to design service blueprints, manage service encounters, and optimize service productivity.
4. Measure and Manage Service Quality, Customer Relationships, and Loyalty
5. Analyze Contemporary Trends and Global Strategies in Service Marketing
6. Appreciate and apply Indian Knowledge Systems in service delivery, ethics, and global positioning.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Grasp Core Service Concepts and Customer Behavior

CO2: Apply the 7 Ps framework effectively to service businesses, considering factors like positioning, pricing, and branding.

CO3: Apply demand management strategies, tech integration, and employee/customer engagement to improve service delivery

CO4: Evaluate Service Quality and Develop relationship marketing and CRM strategies to increase loyalty and customer lifetime value.

CO5: Navigate Global and Emerging Trends in the Service Sector

CO6 : Integrate cultural and ethical dimensions from Indian service philosophy in business practice.

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Module	Units	Module Title	Lectures
1		UNIT 1 : Introduction to Services Marketing	15
		Introduction to Services and the Service Sector: Definition of services, Classification of services (B2B, B2C, professional, public, etc.), Role of services in the global and national economy, Marketing Challenges of Services Characteristics of Services – IHIP Framework Differences Between Goods and Services: Case comparisons between product-based and service-based industries, Goods Service Continuum Evolution and Growth of the Service Economy ((including India-specific data): Shift from manufacturing to services , Key drivers Service Marketing Triangle Type of Contact: High Contact Services and Low Contact Services, Variations in Customer Involvement Services Marketing Environment Service Consumer Behavior: factors, Purchase Process for Services	
2		UNIT 2: Service Marketing Mix Branding and Positioning	15
		The 7 Ps Framework Product: Designing core and augmented services, Service Product Design Price: Pricing factors, methods and strategies Place: Direct and indirect channels in service delivery Promotion: Communication mix specific to services People: types of people, Internal marketing methods and strategies Process: Streamlining service delivery, service blueprints, service mapping and flowcharting Physical Evidence: Role and Types of physical evidence Branding and Positioning of Services: Methods, Strategies, Problems and solutions	

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DETAILED SYLLABUS

3		UNIT 3: Service Design, Delivery, Quality and Customer Experience and Satisfaction	15
		Service Blueprinting: Visualizing service processes and touchpoints, Identifying fail points and service recovery planning Service Encounters and Moments of Truth Service Failures and Recovery: Types of service failures, Recovery strategies Demand and Capacity Management: Strategies to match supply and demand, Peak period planning and resource optimization Improving Service Quality and Productivity Service Quality Measurement – SERVQUAL: Dimensions, Gap model Role of Employees and Customers in Service Delivery: Co-creation of value by customers, Empowerment and motivation of service employees Technology in Service Delivery: Self-service technologies (ATMs, kiosks, apps), Role of AI, chatbots, and automation in modern services Customer Experience Management (CEM): Tools to measure and improve CEM, Personalization and omnichannel experiences Customer Satisfaction and Loyalty: Metrics and drivers of satisfaction, Customer loyalty programs and churn reduction	
4		UNIT 4: Customer Relationship, Emerging Trends and Indian Knowledge Systems in Services	15
		Relationship Marketing and CLV: Transition from transactional to relational marketing, Customer lifetime value and its strategic importance CRM in Services : Data-driven customer relationship strategies Emerging Trends in Service Marketing, Green services and sustainability, Gig economy and freelance service providers, Experience economy: from service to experience design Ancient Indian Service Traditions: Concepts of <i>Seva</i> (selfless service), <i>Atithi Devo Bhava</i> (Guest is God), and <i>Dharma</i>-based service ethics Service Philosophy in Indian Epics: Management lessons from the Ramayana, Mahabharata, and Arthashastra on duty, hospitality, and leadership in service Indian Wellness & Holistic Health Services: Role of Indian wellness systems in service exports Tourism Services: incorporating values of Vasudhaiva Kutumbakam (Spiritual Retreats & Heritage Tourism Education and Knowledge Services in Ancient India : Takshashila & Nalanda Universities, Guru-Shishya Parampara Indigenous Craft, Textile & Artisan Services: Service through Handicrafts, Ethical Branding & Storytelling: Modern Relevance: Integrating Indian values in contemporary service branding (e.g., Tata, Amul, Fabindia, ISKCON's, etc.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

MANAGEMENT INFORMATION SYSTEM

PROGRAM(s): T.Y. <u>B.M.S.</u>			SEMESTER: V		
Course/ Subject: Management Information System (MIS)			Course Code: HUBMS/V/VSC01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	3	20	30
Learning Objectives: The course aims to provide students with comprehensive knowledge and practical skills in managing information systems (MIS), database management, information system applications, and project management using modern tools and methodologies. Students will learn to analyze, design, and implement effective MIS solutions in various business contexts.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era. CO2: Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques. CO3: Evaluate project management objectives and methodologies, including agile practices such as SCRUM, and manage projects effectively to control risk factors and understand ethical, social, and political issues in the information era.					

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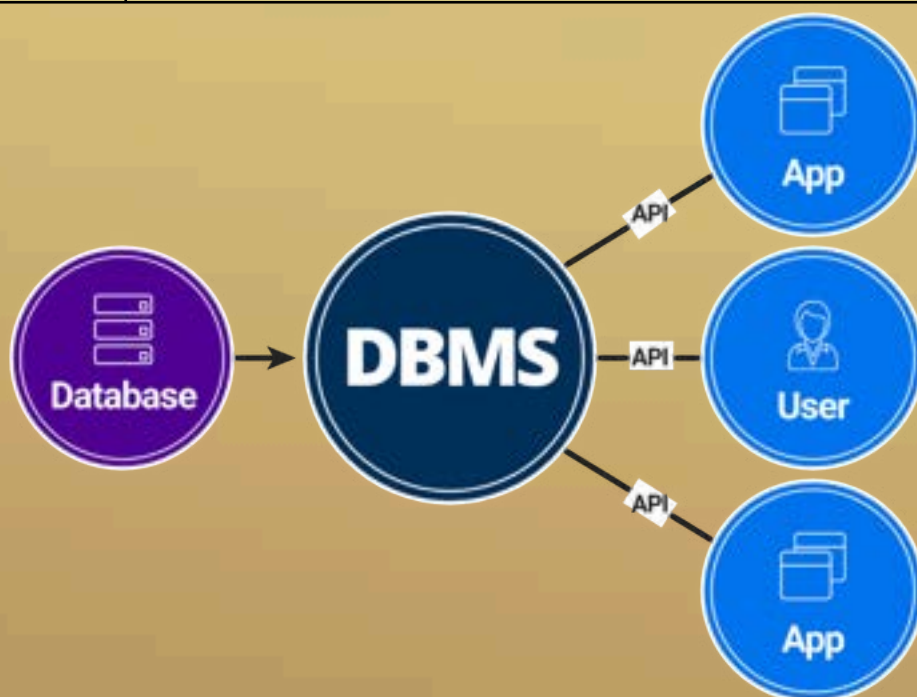
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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Unit 1: Fundamentals concepts of MIS	15
	1.1	Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era	
2		Unit 2: Data base And Information management system	15
	2.1	Objectives of data base approach- Characters of database Management systems- Data processing system- Components of DBMS packages - Data base administration- Entity – Relationship (conceptual)	
	2.2	MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System	



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

SEMESTER VI

OPERATION RESEARCH

PROGRAM(s): T.Y. <u>B.M.S.</u>			SEMESTER: VI		
Course/Subject: OPERATION RESEARCH (CORE)			Course Code: HUBMS/VI/MJ01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	3	40	60
Learning Objectives: 1.To identify operations research methodologies. 2.To identify how to solve various problems practically with the help of a linear programming approach. 3.To examine the proficiency in case of analysis and interpretation. 4.To examine logical and mathematical properties of decision making under uncertainty.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Examine the research methodologies used for analysis. CO2: Formulate linear programming problems. CO3: Develop analytical skills for solving integer programming and network models arising from a wide range of applications. CO4: Develop a general understanding of the operational research approach to decision-making in business					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Introduction to Operations Research and Linear Programming	15
	1.1	Introduction To Operations Research: Operations Research - Definition, Characteristics of OR, OR Techniques, Areas of Application, Limitations of OR.	
	1.2	Linear Programming Problems: Introduction and Formulation: Introduction to Linear Programming Applications of LP, Components of LP Requirements for Formulation of LP, Problem Assumptions Underlying Linear Programming Steps in Solving LP Problems LPP Formulation (Decision Variables, Objective Function, Constraints, Non -Negativity Constraints)	
	1.3	Linear Programming Problems: Graphical Method: Maximization & Minimization Type Problems. (Max. Z & Min. Z) Two Decision Variables and Maximum Three Constraints Problem. Constraints can be “less than or equal to”, “greater than or equal to” or a combination of both the types i.e. mixed constraints. Concepts: Feasible Region of Solution, Unbounded Solution, Redundant Constraint, Infeasible Solution, Alternative Optima.	
	1.4	Linear Programming Problems: Simplex Method: Only Maximization Type Problems. (<u>Only Max. Z</u>). No Minimization problems. (No Min. Z) Numericals on Degeneracy in Maximization Simplex Problems. Two or Three Decision Variables and Maximum Three Constraints Problem. (Up to Maximum Two Iterations) All Constraints to be “less than or equal to” Constraints. (“Greater than or Equal to” Constraints not included.) Concepts: Slack Variables, Surplus Variables, Artificial Variables, Duality, Product Mix and Profit, Feasible and Infeasible Solution, Unique or Alternate Optimal Solution, Degeneracy, Non - Degenerate, Shadow Prices of Resources, Scarce and Abundant Resources, Utilized and Unutilized Capacity of Resources, Percentage Utilization of Resources, Decision for Introduction of a New Product.	

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DETAILED SYLLABUS

2		Assignment and Transportation Models	15
	2.1	Assignment Problem – Hungarian Method	
		Maximization & Minimization Type Problems. Balanced and Unbalanced Problems. Prohibited Assignment Problems, Unique or Multiple Optimal Solutions. Simple Formulation of Assignment Problems. Maximum 5 x 5 Matrix. Up to Maximum Two Iterations after Row and Column Minimization.	
	2.2	Transportation Problems: Maximization & Minimization Type Problems. Balanced and Unbalanced problems. Prohibited Transportation Problems, Unique or Multiple Optimal Solutions. Simple Formulation of Transportation Problems. Initial Feasible Solution (IFS) by: a. North West Corner Rule (NWCR) b. Least Cost Method (LCM) c. Vogel's Approximation Method (VAM) Maximum 5 x 5 Transportation Matrix. Finding Optimal Solution by <u>Modified Distribution (MODI) Method</u> . (u, v and Δ) <u>Maximum Two Iterations</u> (i.e. Maximum Two Loops) after IFS.	
3		Network Analysis	15
	3.1	Critical Path Method (CPM) Concepts: Activity, Event, Network Diagram, Merge Event, Burst Event, Concurrent and Burst Activity, Construction of a Network Diagram. Node Relationship and Precedence Relationship. Principles of Constructing Network Diagrams. Use of Dummy Activity Numerical Consisting of Maximum Ten (10) Activities. Critical Path, Sub-critical Path, Critical and Non-critical Activities, Project Completion Time. Forward Pass and Backward Pass Methods. Calculation of EST, EFT, LST, LFT, Head Event Slack, Tail Event Slack, Total Float, Free Float, Independent Float and Interfering Float	
	3.2	Project Crashing: Meaning of Project Crashing. Concepts: Normal Time, Normal Cost, Crash Time, Crash Cost of Activities. Cost Slope of an Activity. Costs involved in Project Crashing: Numericals with Direct, Indirect, Penalty, crash cost and Total Costs. Time – Cost Trade off in Project Crashing. Optimal (Minimum) Project Cost and Optimal Project Completion Time. Process of Project Crashing. Numerical Consisting of Maximum Ten (10) Activities. Numerical based on Maximum Four (04) Iterations of Crashing	
	3.3	Program Evaluation and Review Technique (PERT): Three Time Estimates of PERT: Optimistic Time (a), Most Likely Time (m) and Pessimistic Time (b). Expected Time (te) of an Activity Using Three Time Estimates. Difference between CPM and PERT. Numerical Consisting of Maximum Ten (10) Activities. Construction of PERT Network using the values of all Activities. Mean (Expected) Project Completion Time. Standard Deviation and Variance of Activities. Project Variance and Project Standard Deviation. 'Prob. Z' Formula. Standard Normal Probability Table. Calculation of Probability from the Probability Table using 'Z' Value and Simple Questions related to PERT Technique. Meaning, Objectives, Importance, Scope, RORO/LASH	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

4		Decision Theory, Sequencing and Theory of Games	15
	4.1	Job Sequencing Problem: Processing Maximum 9 Jobs through Two Machines only. Processing Maximum 6 Jobs through Three Machines only. Calculations of Idle Time, Elapsed Time etc.	
	4.2	Theory of Games Introduction Terminology of Game Theory: Players, Strategies, Play, Payoff, Payoff matrix, Maximin, Maximax, Saddle Point. Types of Games. Numericals based on: Two Person Zero Sum Games including strictly determinable and Fair Game - Pure Strategy Games (Saddle Point available). Principles of Dominance method.	



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CORPORATE RESTRUCTURING

PROGRAM(S): T.Y. <u>B.M.S.</u>		SEMESTER:VI			
COURSE/SUBJECT: CORPORATE RESTRUCTURING		Course Code: HUBMS/VI/MJ02			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60

Learning Objectives:

- 1.To provide basic knowledge relating to legal, accounting, and practical implementation of corporate restructuring.
- 2.The course covers the complex facets of the corporate restructuring process.
- 3.To impart knowledge on causes, methods and types of restructuring.
- 4.To help students illustrate the real reconstruction process and its impact on the company.
- 5.To explore Indigenous Knowledge Systems (IKS) and their relevance in modern corporate strategies.
- 6.To analyze how traditional business wisdom can contribute to ethical and sustainable restructuring practices.

Course Outcomes:

After completion of the course, learners would be able to:

- C01:** Develop knowledge relating to legal, accounting, & practical implications of corporate restructuring.
- C02:** Comprehend the process of internal & external restructuring of business.
- C03:** Distinguish between the processes of internal & external reconstruction.
- C04:** Solve various problems concerning various methods of reconstruction.
- C05:** Analyze the impact of reorganization on the company and to understand CR from IKS perspective



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Corporate Restructuring – Introduction and Concepts (Only Theory)	15
	1.1	Corporate Restructuring - Historical Background, Meaning of Corporate Restructuring, Corporate Restructuring as a Business Strategy, Need and Scope of Corporate Restructuring.	
	1.2	Planning, Formulation and Execution of Various Restructuring Strategies, Important Aspects to be considered while Planning or Implementing Corporate Restructuring Strategies.	
	1.3	Forms of Restructuring - Merger, Demerger, Reverse merger, Disinvestment, Takeover/acquisition, Joint Venture (JV), Strategic Alliance, Franchising and Slump sale	
	1.4	Impact of Reorganization on the Company - An Introduction -Change in the Internal Aspects on Reorganization –Change of Name and Logo, Revised Organization Chart, Communication, Employee Compensation, Benefits and Welfare Activities, Aligning Company Policies, Aligning Accounting and Internal Database Management Systems, Re-Visiting Internal Processes and Re-Allocation of People	
	1.5	Change in External Aspects on Reorganization - Engagement with Statutory Authorities, Revised ISO Certification and Similar Other Certifications, Revisiting past Government approvals, decisions and other contracts.	
	1.6	Impact of Reorganization - Gain or Loss to Stakeholders, Implementation of Objectives, Integration of Businesses and Operations, Post Merger Success and Valuation and Impact on Human and Cultural Aspects.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

2		ACCOUNTING OF INTERNAL RECONSTRUCTION (PRACTICAL AND THEORY)	15
	2.1	Need for reconstruction and Company Law provisions, Distinction between internal and external reconstructions	
	2.2	Methods including alteration of share capital, variation of shareholder rights, sub division, consolidation, surrender and reissue/cancellation, reduction of share capital, with relevant legal provisions and accounting treatments for same.	
3		Accounting of External Reconstruction (Amalgamation/ Mergers/ Takeovers and Absorption) (Practical and theory)	15
	3.1	In the nature of merger and purchase with corresponding accounting treatments of pooling of interests and purchase methods respectively.	
	3.2	Computation and meaning of purchase consideration and Problems based on purchase method of accounting only.	
4		Introduction to Corporate Restructuring in Indian Context	15
	4.1	Concept and Need Meaning, objectives, and importance of corporate restructuring Reasons: Liberalization, competition, technological change	
	4.2	Indian Traditional Business Models Family businesses and joint ventures Ancient principles from Arthashastra, Dharma-Artha-Karma in business	
	4.3	Forms of Restructuring Mergers, acquisitions, demergers, spin-offs Indian case studies: Tata, Reliance, LIC-IDBI	
	4.4	Legal and Ethical Framework Companies Act, SEBI, IBC basics Ethics in restructuring: stakeholder focus, Indian values (Lokasangraha)	

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PROGRAM(s): T.Y. <u>B.M.S.</u>		SEMESTER: VI			
COURSE/SUBJECT: BRAND MANAGEMENT		Course Code: HUBMS/VI/MJ02			
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	3	40	60
Learning Objectives: 1. To understand the meaning and significance of brand management. 2. To know how to build, sustain and grow brands. 3. To list out various measuring brand strategies and their interpretation. 4. Exploring traditional IKS perspective on branding through IKS					
Course Outcomes: After completion of the course, learners would be able to: CO1: Explain the concept of brand management and its significance. CO2: Formulate brand strategies. CO3: Develop strategies for measuring and interpreting brand strategies. CO4: Integrate Indian Knowledge Systems to understand consumer connection and brand ethics					



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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		UNIT 1: Introduction to Brand Management	15
	1.1	Introduction to Brand Management: Meaning of Brand, Branding, Brand Management, Importance of Branding to Consumers, Firms, Brands v/s Products, Scope of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process, Customer Based Brand Equity model (CBBE), Sources of Brand Equity, Steps of Brand Building including Brand Building Blocks, Brand Positioning	
	1.2	Brand Elements: Meaning, Criteria for choosing Brand Elements, Types of Brand Elements, Product Strategy, Pricing Strategy, Promotion Strategy, Channel of Distribution, The Brand Value Chain	
2		UNIT 2: Measuring and Interpreting Brand Performance	15
	2.1	Measuring Sources of Brand Equity: Qualitative Research Techniques, Quantitative Research Techniques Young and Rubicam's Brand Asset Valuator Measuring Outcomes of Brand Equity: Comparative Methods	
	2.2	Designing & Implementing Branding Strategies: Brand Architecture: Meaning of Brand Architecture, The Brand-Product Matrix, Breadth of a Branding Strategy, Depth of a Branding Strategy. Brand Hierarchy, Cause Marketing to Build Brand Equity, Green Marketing, Brand Extensions	
	2.3	Managing Brands over Time: · Reinforcing Brands, Revitalizing Brands Building Global Customer Based Brand Equity	

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DETAILED SYLLABUS

3		UNIT 3: Branding in the Contemporary World (15 Sessions)	
	3.1	Digital branding and influencer marketing	
	3.2	Social media strategies and online brand communities	
	3.3	User-generated content and storytelling in branding	
	3.4	Ethics, sustainability, and purpose-driven branding	
	3.5	Emerging trends in branding in India and globally	
4		UNIT 4: Indian Knowledge Systems (IKS) and Branding	15
	4.1	Bharatiya perspectives on identity, trust, and value creation	
	4.2	Symbolism in Indian culture and its use in branding (colors, deities, archetypes)	
	4.3	Traditional branding in Ayurveda, textiles, handicrafts, and food (e.g., Khadi, Patanjali, Amul, Fab India)	
	4.4	Concepts of Dharma and consumer consciousness in Indian ethos	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

FINANCIAL MANAGEMENT

PROGRAM: TYBMS			SEMESTER: VI		
COURSE: STRATEGIC FINANCIAL MANAGEMENT			Course Code: HUBMS/VI/MJ03		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40	60
Learning Outcomes: 1) To familiarize students with the mechanics of financial management, working capital, management of credit and valuation of bonds and mutual funds					
Course Outcome: CO1: To match the needs of current market scenario and upgrade the learner's skills and knowledge for long term sustainability CO2: To help students understand banking for those who are inclined to take banking as a career. CO3: To acquaint learners with contemporary issues related to Financial Management.					

Strategic Financial Management



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DETAILED SYLLABUS

Module	Unit Title	Lectures
I	Dividend Decision and XBRL a) Dividend Decision: Meaning and Forms of Dividend, Dividend-Modigliani and Miller's Approach, Walter Model, Gordon Model, Factors determining Dividend Policy, Types of Dividend Policy b) XBRL: Introduction, Advantages and Disadvantages, Features and Users	15
II	Mutual Fund and Bond Valuation Introduction to Mutual Fund- History & Origin, Definition, Meaning, Characteristics, Advantages, Disadvantages, Limitations of Mutual Funds, Ethics in Mutual Fund. Entities involved – Sponsor, Trust, Trustee, Asset Management Company, Registrar and Transfer Agent (RTA) and Fund Houses in India. Classification of Mutual Fund – Functional/Operational – Open ended, close ended, Interval, Portfolio – Income, Growth, Balanced, MMMF, Geographical/ Location – Domestic and Offshore, Tax Saving Funds, Exchange Traded Funds, Balance Funds, Fixed Term Plan Debt Funds and SIP. Calculations of NAV, Entry Load and Exit Load. Bond Valuation – Meaning, Measuring Bond Returns – Yield to Maturity, Yield to call and Bond Pricing. Bond Pricing Theorems, Bond Risks and Bond Duration. (Practical Problems on YTM and Bond Duration.)	15
III	Credit Management Credit Management – Terms of Payment, Credit Policy Variables, Credit Evaluation, Credit Granting Decision, Control of Accounts Receivables ie Receivables Management, Ageing Schedule and Credit Management in India	15
IV	Financial Management in Banking Sector and Working Capital Financing a) Financial Management in Banking Sector: An Introduction, Classification of Investments, NPA & their Provisioning, Classes of Advances, Capital Adequacy Norms, Rebate on Bill Discounting, Treatment of Interest on Advances b) Working Capital Financing: Maximum Permissible Bank Finance (Tandon Committee), Cost of issuing Commercial Paper and Trade Credit, Matching Approach, Aggressive Approach, Conservative Approach	15

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RETAIL MANAGEMENT

PROGRAM(s): T.Y. <u>B.M.S.</u>			SEMESTER: VI		
Course/Subject: RETAIL MANAGEMENT			Course Code: HUBMS/VI/MJ03		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	3	40	60
Learning Objectives: 1.To familiarize the students with retail management concepts and operations. 2.To develop an understanding of retail management terminology including merchandise management, store management and retail strategy. 3.To create awareness about emerging trends in retail management.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Create plans for improving store operations and functions. CO2: Differentiate the various forms of merchandising and pricing strategies used in retail. CO3: Formulate the various store possibilities and layouts for better and more profitable retail operations					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		UNIT 1: RETAIL MANAGEMENT- AN OVERVIEW	15
	1.1	Retail Management: Introduction and Meaning, Significance, Factors Influencing Retail Management, Scope of Retail Management.	
	1.2	Retail Formats: Concept of Organized Retailing: Factors Responsible for the Growth of Organized Retail in India, Multichannel Retailing: Meaning and Types, E-tailing: Meaning, Advantages and Limitations.	
	1.3	Emerging Trends in Retailing: Impact of Globalization on Retailing. I.T in Retail: Importance, Advantages and Limitations, Applications of I.T. in Retail: EDI, Bar Coding, RFID Tags, Electronic Surveillance, Electronic Shelf Labels. FDI in Retailing: Meaning, Need for FDI in Indian Retail Scenario. Franchising: Meaning, Types, Advantages and Limitations, Franchising in India. Green Retailing, Airport Retailing.	
2		UNIT 2: RETAIL CONSUMER AND RETAIL STRATEGY	15
	2.1	Retail Consumer/Shopper: Market Research as a Tool for Understanding Retail Markets and Shoppers.	
	2.2	CRM in Retail: Meaning, Objectives, Customer Retention Approaches: Frequent Shopper Programme, Special Customer Services, Personalization, and Community.	
	2.3	Retail Strategy: Meaning, Steps in Developing Retail Strategy, Retail Value Chain.	
	2.4	Store Location Selection: Meaning, Types of Retail Locations, Factors Influencing Store Location.	
	2.5	HRM in Retail: Meaning, Significance, Functions, Organization Structure in Retail: Meaning, Factors Influencing Designing Organization Structure, Organization Structure for Small Stores/Single Stores/Independent Retailers and Retail Store Chain/Department Store.	
	2.6	Merchandise Management: Concept, Types of Merchandise, Principles of Merchandising, Merchandise Planning- Meaning and Process, Merchandise Category – Meaning, Importance, Components, Role of Category Captain, Merchandise Procurement/Sourcing-Meaning, Process, Sources for Merchandise. Concept of Lifestyle Merchandising, Private Label: Meaning, Need and Importance, Private Labels in India	

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DETAILED SYLLABUS

3		UNIT 3: RETAIL PRICING, MANAGING AND SUSTAINING RETAIL	15
	3.1	Retail Pricing: Meaning, Considerations in Setting Retail Pricing. Pricing Strategies: High/ Low Pricing: Meaning, Benefits, Everyday Low Pricing: Meaning, Benefits, Market Skimming, Market Penetration, Leader Pricing, Odd Pricing, Single Pricing, Multiple Pricing, Anchor Pricing. Variable Pricing and Price Discrimination-Meaning Types: Individualized Variable Pricing/First Degree Price. Self-Selected Variable Pricing/ Second Degree Price Discrimination-Clearance and Promotional Markdowns, Coupons, Price Bundling, Multiple – Unit Pricing. Variable Pricing by Market Segment/ Third Degree Price Discrimination.	
	3.2	Retail Store Operations: Meaning, Responsibilities of Store Manager, The 5 S's of Retail Operations (Systems, Standards, Stock, Space, Staff)	
4		UNIT 4: MANAGING AND SUSTAINING RETAIL	15
	4.1	Store Design and Layout: Store Design- Meaning, Objectives, Principles, Elements of Exterior and Interior Store Design, Store Atmospherics and Aesthetics. Store Layout: Meaning, Types: Grid, Racetrack, Free Form. Signage and Graphics: Meaning, Significance, Concept of Digital Signage. Feature Areas: Meaning, Types: Windows, Entrances, Freestanding Displays, End Caps, Promotional Aisles, Walls, Dressing Rooms, Cash Wraps.	
	4.2	Visual Merchandising and Display: Visual Merchandising-Meaning, Significance, Tools Used for Visual Merchandising. The Concept of Planogram. Display- Meaning, Methods of Display, Errors in Creating Display.	
	4.3	Mall Management: Meaning and Components: Positioning, Zoning, Promotion and Marketing, Facility Management, Finance Management.	
	4.4	Legal and Ethical Aspects of Retailing: Licenses/Permissions Required Starting a Retail Store in India. Ethical Issues in Retailing. Career Options in Retailing.	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

INTERNATIONAL FINANCE

PROGRAM(s): TYBMS			SEMESTER: VI		
Course/Subject: INTERNATIONAL FINANCE			COURSE CODE: HUBMS/VI/MN01		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours perweek)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40 marks	60 marks

Learning Objective:

This course will enable students TO possess a well-rounded understanding of the international financial environment, including the structure and analysis of the Balance of Payments and the functioning of key international financial institutions. They will be able to analyze foreign exchange markets, interpret different types of exchange rate quotes, and understand how rates are determined through purchasing power and interest rate parity theories. The course will enable students to apply practical skills in computing foreign exchange conversions, identifying arbitrage opportunities, and managing exchange rate risk using financial instruments like forwards, futures, and options.

Course Outcomes:

- CO1:** Understand the global financial environment, including BOP and monetary systems.
- CO2:** Interpret and apply theories of exchange rate determination in practical contexts.
- CO3:** Perform foreign exchange calculations involving spreads, cross rates, and arbitrage.
- CO4:** Apply tools like forward contracts and options to manage currency exposure.
- CO5:** Evaluate international investment proposals using capital budgeting techniques.

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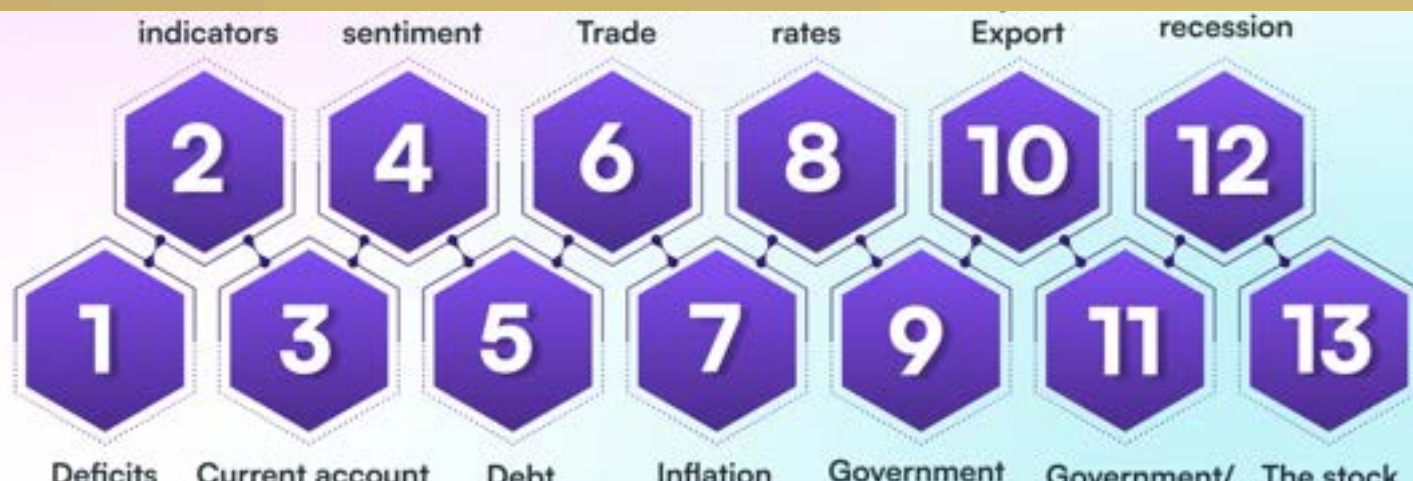
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DETAILED SYLLABUS

Units	Module Title	Lectures
1	Theoretical Framework of International Finance	15
	· Meaning, Scope & Importance of International Finance · Globalization and International Business Environment · Balance of Payments (BOP) – Structure, Components, Deficit/Surplus · International Monetary System: Bretton Woods, Gold Standard, Present System · Role of International Financial Institutions: IMF, World Bank, ADB, MIGA, BIS · Recent trends in India's BOP and Foreign Exchange Reserves	
2	Foreign Exchange Market and Exchange Rate Theories	15
	· Structure of Foreign Exchange Market – Participants and Instruments · Exchange Rate Regimes: Fixed, Floating, Managed Float · Spot and Forward Rates – Basic Concepts · Exchange Rate Quotations: Direct & Indirect · Determinants of Exchange Rates · Theories: - o Purchasing Power Parity (PPP) - o Interest Rate Parity (IRP) - o International Fisher Effect (IFE)	



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DETAILED SYLLABUS

3	Practical Aspects of Forex Market	15
	· Currency Conversions using Direct, Indirect & Cross Rates · Bid-Ask Spread and Dealer Margins · Triangular Arbitrage and Two-point Arbitrage · Forward Rate Calculations and Premium/Discount · Simple Interest Arbitrage: Covered & Uncovered · Calculation of Forward Cover & Hedging using Forward Contracts · Use of Futures & Options in Currency Risk Management · Practical Sums on: - o Cross Currency Conversions - o Spread Calculations - o Arbitrage Opportunities - o Forward Rate Premium/Discount	
4	International Investment & Capital Budgeting (Practical)	15
	· International Capital Budgeting: Concept and Risk Factors · NPV, IRR for Foreign Projects – Adjusted for Inflation & Exchange Rate Risk · Political Risk & Country Risk Adjustments · Financing of International Trade – Letter of Credit, Bill Discounting, Forfaiting · Instruments: GDRs, ADRs, ECBs, Eurobonds – Practical Application · Practical Sums on: - o NPV/IRR for foreign investments (with exchange rate adjustment) - o Working capital requirement for export/import projects - o Simple project appraisal including tax and remittance issues	



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

INTERNATIONAL MARKETING

PROGRAM(S): T.Y.B.M.S		SEMESTER: VI			
COURSE/SUBJECT: INTERNATIONAL MARKETING		COURSE CODE: <u>HUBMS/VI/MN01</u>			
TEACHING SCHEME					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
4	NA	NA	4	40 marks	60 marks

Learning Objective

1. Understand the Scope and Relevance of international marketing in a globalized context.
2. Evaluate Global Market Environments by analyzing political, legal, economic, cultural, demographic, and ecological factors.
3. Develop and Adapt Marketing Mix Strategies (product, price, place, promotion) for diverse international markets.
4. Formulate Entry and Expansion Strategies using trade theories, market entry methods, and strategic planning tools.
5. Apply Contemporary Concepts and Ethics such as digital marketing, sustainability, and global corporate responsibility to international marketing decision-making.

Course Outcomes:

After completion of the course, learners would be able to:

CO1: Analyze international markets and evaluate their attractiveness using macro- and micro-environmental frameworks.

CO2: Design international marketing plans incorporating segmentation, targeting, positioning, and marketing mix strategies.

CO3: Select suitable market entry strategies based on product type, company goals, and market conditions.

CO4: Interpret global marketing challenges related to pricing, distribution, promotion, and consumer behavior in a cross-cultural context.

CO5: Demonstrate strategic thinking in dealing with global branding, digital commerce, and ethical dilemmas in international business.

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub Unit	Unit Title	Lectures
1		Introduction to International Marketing and Trade	15
		Introduction of International Marketing: Meaning, Features , Drivers, Benefits, Challenges, Process, Phases, , Difference between Domestic and International Marketing, Different Orientations of International Marketing : EPRG Framework Introduction to International Trade: meaning, Theories of international trade(Absolute and comparative advantage, Product life cycle theory, Globalization and international competitiveness), , Barriers to Trade: Tariff and Non Tariff, Trading Blocs : SAARC, ASEAN, NAFTA, EU, OPEC, WTO- Role, Functions and Agreements Methods to enter International Markets: Exporting, Licensing, Franchising, Mergers and Acquisition, Joint Ventures, Strategic Alliance, Wholly Owned Subsidiaries, Contract Manufacturing and Turnkey Projects International Marketing Research: Purpose and scope of research, Secondary and primary data sources, Sampling techniques and survey methods, Challenges in Global Marketing Research	
2		International Marketing Environment	15
		Economic Environment: International Economic Institution ,International Economic Integration, Economic issues, Global trade patterns Political Environment: Political System), Political Risk, Political Instability, Political Intervention, Political issues Legal Environment: Legal Systems, Legal Differences, Anti Dumping Law and Import License, Intellectual property rights and enforcement, International trade laws and embargoes Cultural Environment: Elements of Culture HOFSTEDE's Six Dimension of Culture Social Environment: Social class structure and mobility, Family dynamics and lifestyle trends, Media consumption patterns, Health consciousness and consumer activism Technological Environment: Technological infrastructure, Innovation levels and R&D capabilities, Automation and artificial intelligence Demographic Environment: Population size and density, Age distribution and generational cohorts, Urbanization and rural development, Literacy rates and education levels Competitive Environment: Global competitors and market concentration, Industry structure (Porter's Five Forces), Local vs. global brand competition, Benchmarking and best practices, Barriers to entry and exit Ecological Environment: Environmental regulations and sustainability laws, Green marketing and eco-labelling practices, Waste management and carbon footprint concerns	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

3		International Marketing Mix Strategies	15
		International Product Decision : International Product Line Decisions, Product Standardization v/s Adaptation, International Product Life Cycle, Role of Packaging and Labelling in International Markets, Branding Decisions in International Markets, International Market Segmentation and Targeting, International Product Positioning International Pricing Decision: Objectives of International Pricing, Factors Affecting International Pricing , International Pricing Methods: Cost Based, Demand Based, Competition Based , Value Pricing, Target Return Pricing and Going Rate Pricing , International Pricing Strategies , International Pricing Issues : Gray Market , Counter Trade, Dumping, Transfer Pricing Global Distribution (Place) Decision: Types, Factors Influencing Selection of International Distribution Channel ,Retailing and e-commerce strategies International Promotion Decision: Integrated Marketing Communication (IMC) in global markets, Standardized vs. localized advertising,	
4		Strategic & Contemporary Issues in International Marketing	15
		International Organisational Design: International Organisational structures, Controlling International Marketing Operations Strategic Planning in Global Marketing: Need for International Strategies, Types of International Strategies , Devising International Marketing Plan , Competitive advantage and global branding strategies, Global portfolio analysis (BCG matrix, GE matrix) Sustainability and Ethics in Global Marketing: Ethical dilemmas and corruption, Sustainable development goals (SDGs) and marketing, Ethical sourcing and green marketing practices Digital Transformation in International Marketing: E-commerce trends and global digital platforms Export-Import Procedures and Documentation: Export documentation, INCOTERMS, Incentives, benefits and schemes for Exporters.	



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

PROJECT MANAGEMENT

PROGRAM(s): T.Y.B.M.S.			SEMESTER: VI		
COURSE/SUBJECT: PROJECT MANAGEMENT			COURSE CODE: HUBMS/VI/MN02		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1.The objective of this course is to familiarize the learners with the fundamental aspects of various issues associated with Project Management. 2.To give a comprehensive overview of Project Management as a separate area of Management. 3.To introduce the basic concepts, functions, process, techniques and create an awareness of the role, functions and functioning of Project Management.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Proficiency in financial analysis and interpretation of financial statements. CO2: Ability to make informed investment and financing decisions. CO3: Competence in financial planning, budgeting, and forecasting. CO4: Understanding of financial markets and institutions and their impact on financial management					



SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		UNIT 1: INTRODUCTION TO PROJECT MANAGEMENT AND PROJECT INITIATION	
	1.1	Introduction to Project Management and Project Initiation: Introduction to Project Management: * Meaning/Definition of Project and Project Management, Classification of Projects, Why Project Management, Characteristics/Importance of Project Management, Need for Project Management (Objectives), History of Project Management.	
	1.2	Project Initiation: Project Selection: Meaning of Project Selection, Importance of Project Selection, Criteria for Project Selection (Models), Types of Project Selection, Understanding Risk and Uncertainty in Project Selection. Practical Problems	
2		UNIT 2: PROJECT FEASIBILITY ANALYSIS	
	2.1	Project Feasibility Analysis: Meaning/Definition of Project Feasibility, Importance of Project Feasibility, Scope of Project Feasibility. * Types of Project Feasibility- Market Feasibility, Technical Feasibility, Financial Feasibility, Economic Viability, Operational Feasibility. * SWOT Analysis (Environment Impact Assessment, Social Cost Benefit Analysis)	
	2.2.	Cost Benefit Analysis in Projects: Introduction to Cost Benefit Analysis, Efficient Investment Analysis, Cash Flow Projections, Financial Criteria for Capital Allocation, Strategic Investment Decisions. Practical Problems on Cash Budget	

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

MEDIA PLANNING & MANAGEMENT

PROGRAM(s): T.Y.B.M.S.			SEMESTER: VI		
COURSE/SUBJECT: MEDIA PLANNING & MANAGEMENT			COURSE CODE: HUBMS/VI/MN02		
Teaching Scheme					Evaluation Scheme
Lectures (Hours per week)	Practical (Hours per week)	Tutorial (Hours per week)	Credit	Continuous Internal Assessment (CIA)	Semester End Examination
2	NA	NA	2	20	30
Learning Objectives: 1. Understand the principles of Media Planning 2. Learn audience analysis, media selection & budget allocation 3. Learn how to develop media plans & to effectively reach target audience to achieve marketing objectives 4. Gain practical experience in negotiating & buying media placements across various channels & platforms.					
Course Outcomes: After completion of the course, learners would be able to: CO1: Recall media planning principles, including audience analysis & media selection. CO2: Analyze media consumption trends & audience demographics for media buying decisions. CO3: Evaluate the basic characteristics of all media to make effective use of the advertising budget. CO4: Recall the concept of phygital marketing.					

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SYLLABUS FOR BACHELOR OF MANAGEMENT STUDIES

DETAILED SYLLABUS

Unit	Sub-Unit	Unit Title	Lectures
1		Unit 1: Media Planning & Media Mix.	15
	1.1	a. Meaning of Media planning b. Elements of media planning. c. Media planner & its role. d. Challenges in Media planning e. Factors influencing Media Strategy decisions. f. Criteria for selecting Media vehicles.	6
	1.2	a. Media Research & Its Importance b. Sources of Media research (NCD for Print, ABC, RAM, ComScore) c. BARC India & NCCS grid.	4
	1.3	a. Media Planning Process. b. Media Mix & types of Media Mix Decisions c. Broad media Classes, Media Units & Media Vehicles.	3
	1.4	a. Factors affecting Media Mix decisions. b. Media Brief.	2
2		Unit 2: Media Budgeting, Buying, scheduling & selecting suitable media options.	15
	2.1	a. Media Budget & Its Importance. b. Factors to be considered while framing the budget. c. Methods of setting Media budget.	3
	2.2.	a. Media Buying & role of media buyer. b. Art of Media buying – Negotiation in media buying c. Buying process & criteria in media buying	3
	2.3	a. Media scheduling & factors affecting scheduling b. Scheduling patterns- Continuity, Flighting & pulsing c. Scheduling strategies to create an impact-Road Block, Multiples spotting, Teasers, Day or Day part Emphasis.	3
	2.4	Selecting Suitable media options (Features, Advantages & disadvantages) a. Newspaper b. Magazine. c. Television. d. Radio e. OOH f. Transit g. Cinema Advertising. h. AI & Media Planning overview & future aspects.	6

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F. BEST PRACTICES & FUTURE PLANS

BEST PRACTICES

Experiential and Activity-Based Learning

Use case studies, business simulations, role plays, presentations, group activities and real-world problem-solving exercises to connect classroom concepts with managerial practice.

Industry–Academia Interaction

Regularly organise guest lectures, industry seminars, corporate interactions, expert sessions and workshops conducted by professionals from diverse business sectors.

Internship and Field-Based Learning

Encourage students to undertake internships, field projects and industry assignments to gain practical exposure and understand workplace practices.

Integration of Technology in Management Education

Promote the use of digital business tools, business analytics, artificial intelligence, digital marketing platforms and management information systems. The existing curriculum already includes Digital Business Management Tools & Techniques, AI for Business and MIS.

Entrepreneurship Development

Conduct entrepreneurship awareness programmes, startup activities, business-plan competitions and innovation-oriented events to develop entrepreneurial thinking.

Skill Development and Employability

Focus on communication, leadership, negotiation, presentation skills, professional grooming, analytical thinking and problem-solving alongside academic knowledge





F. BEST PRACTICES & FUTURE PLANS

FUTURE PLANS

Establish a BMS Industry–Academia Advisory Board

Create a panel of industry professionals, alumni and academic experts to periodically review the programme and recommend industry–relevant improvements.

Strengthen Corporate Internship Opportunities

Develop more structured collaborations with reputed companies and provide students with internships aligned with their chosen specialisation.

Develop a BMS Management Consultancy Cell

Create a student–driven consultancy cell where students, under faculty guidance, can work on real business problems for SMEs, startups and local organisations.

Establish an Entrepreneurship & Innovation Hub

Provide students with mentoring, ideation workshops, business–plan development, startup competitions and networking opportunities with entrepreneurs.

International Exposure

Explore collaborations with international universities and organisations through webinars, exchange opportunities, international business projects and virtual global classrooms.

Introduce Industry–Recognised Certifications

Encourage students to undertake certifications in areas such as digital marketing, analytics, financial markets, project management, HR analytics and business technology.





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(Affiliated to University of Mumbai)



Registered Address:

315, New Charni Road, Charni Road East, Opera
House, Girgaon, Mumbai, Maharashtra 400 004.



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