

**SAVITRIBAI PHULE PUNE
UNIVERSITY,
PUNE
SYLLABUS OF
BACHELOR OF
MANAGEMENT STUDIES
(B.M.S)
AY: 2016-2019**

1. Title

Name of the Programme: Bachelor of Management Studies (B.M.S.)

Nature of the Programme: BMS is three year full time graduate degree programme.

2. **Preamble:** -This course is being introduced by the Savitribai Phule Pune University in the forthcoming year 2017-18. With the growing demand for professionally qualified management executives, the course has been especially designed to create operational cadre management personnel. It is a **UGC approved** three-year degree course under the faculty of Management, with six semesters, managed by full-time and visiting faculties drawn from the Industrial and Service sectors. The Institutes running various management programs affiliated to SPPU are eligible to start this Program. The institutes must be committed to providing in-depth training using the latest equipment in computers, practical experience, industrial visits etc.

Specifically, the triggers for the comprehensive curriculum are-

- A. **New Skills & Competencies desired due to dynamic business environment:** Jobs of today were perhaps not created about 5 years ago. This aspect has a direct linkage with contents and structure of syllabus across the *Knowledge, Skills and Attitude (KSA) dimensions*, which calls for frequent and meaningful updating of the curriculum.
- B. **Concerns expressed by the Industry:** The industry has expressed concerns about the need for improvement in the communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude of the management graduates. Newer and innovative evaluation methods are necessary to address these concerns of the industry.
- C. **Application Orientation:** There is a pressing need to imbibe application oriented thinking, based on sound knowledge of management theories, principles and concepts. Management education needs to move out of the classrooms and instead focus on group activity, field work, experiential learning, etc. This can be achieved only through a radical change in the evaluation pattern and course delivery methodology.
- D. **Integrate a basket of skill sets:** B-Schools are expected to imbibe varied aspects of 'learning beyond the syllabus through innovative curriculum design, contemporary syllabus, effective delivery and comprehensive evaluation.
- E. **Entrepreneurial aspirations and preparedness for the same:** The youth now aspires to become masters of their own and wish to start up their new ventures. These will create further growth opportunities.

2.1 Specifically the following skill sets are in focus:

1. Reading & Listening Skills
2. Problem Definition & Problem Solving Skills
3. Application of Technology Tools
4. Mastery of Analytics (Quantitative Aspects)
5. Sensitization to Cross-Functional skills
6. Sensitization to Cross-Cultural skills
7. Sensitization to Global perspectives
8. Peer-based Learning - Working in groups
9. Learning by application and doing – Experiential learning
10. Team building basics and its orientation

2.2 BMS Programme Objectives: The BMS programme prepares a student for a career in diverse sectors of the industry domestically and globally. The BMS programme facilitates learning in theory and practice of different functional areas of management and equips the students with an integrated approach to various functions of management. However, the demand for managerial skills is not limited to the industry. Managerial talent is much sought by the Government Sector, NGOs, non-

corporate sector as well. Students also expect to become entrepreneurs.

Their aspirations also require a broad-based learning encompassing the end-to-end processes involved in developing entrepreneurial skills. Institutes, Faculty and Students need to move away from the excessive focus on industry and look at needs and demands of broader sections of the society also.

Specifically the objectives of the BMS Programme are:

1. To equip the students with requisite managerial skill set.
2. To develop competent management professionals' with ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society.
3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
4. To harness entrepreneurial approach and skill sets.

2.3 Highlights of the Curriculum: The curriculum intends to add immense value to all stakeholders by effectively addressing their requirements in more than one way by:

1. Creation and enhancement of the BMS programme of the Savitribai Phule Pune University.
2. Providing the much needed flexibility to individual Institutes to carve a niche for themselves.
3. Emphasizing the centrality of the student and teacher-student relationship in the learning process.
4. Focusing on 'Concurrent Evaluation' i.e. continuous evaluation throughout the programme.
5. Empowering the Institutes through a cafeteria approach – by providing Generic Core, Subject Core, Generic Elective, and Subject Elective Courses. This shall provide in-built flexibility in the curriculum to help the institutes to offer tailor-made courses preferred by students, from a wider basket of courses.
6. Evaluating all Half Credit Courses completely on Concurrent Evaluation pattern.
7. Emphasizing Experiential Learning aspect through Half Credit Courses.
8. Supplementing traditional classroom teaching/learning with focus on group activity, field work, experiential learning, self-study, projects, Industry Exposure Programmes etc.
9. Providing opportunity to students to choose courses from other electives to explore cross-functional issues.
10. Emphasizing on Inter-personal, Analytical, Cross-Cultural, Entrepreneurial Skill and Global aspects of managerial career throughout the curriculum.

3. Pattern: The Programme comprises of 6 Semesters and adopts the Choice Based Credit System (CBCS) and Grading System.

3.1 Choice Based Credit System: Choice Based Credit System (CBCS) offers wider ranging choice for students to opt for courses based on their aptitude and their career goals. CBCS works on the fundamental premise that students are mature individuals, capable of making their own decisions.

CBCS enables a student to obtain a degree by accumulating required number of credits prescribed for that degree. The number of credits earned by the student reflects the knowledge or skill acquired by him/her. Each course is assigned a fixed number of credits based on the content to be learnt & the expected effort of the student. The grade points earned for each course reflect the student's proficiency in that course. CBCS is a process of evolution of educational reforms that would yield the results in subsequent years and after a few cycles of its implementation.

3.1.1 Key features of CBCS:

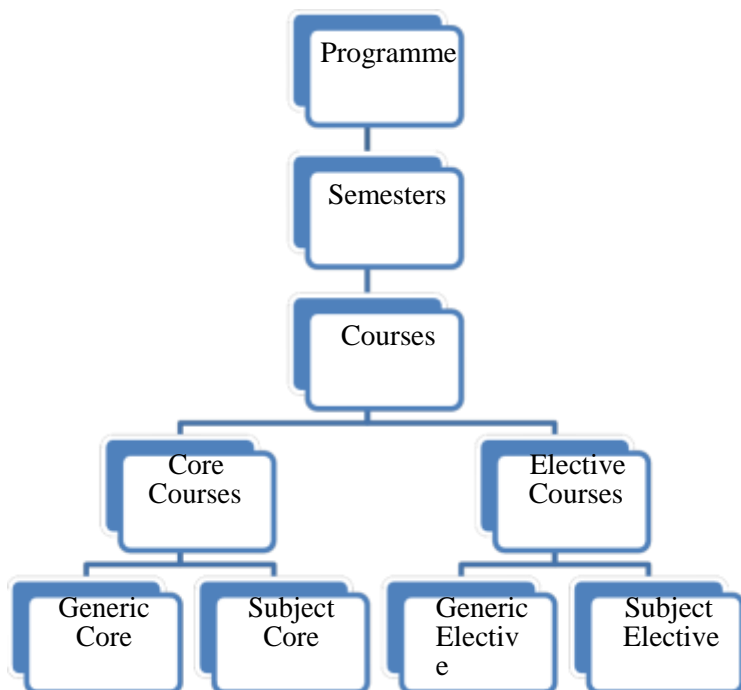
1. **Enriching Learning Environment:** A student is provided with an academically rich, highly flexible learning system blended with abundant provision for skill practice and activity orientation that he/she could learn in depth without sacrificing his/her creativity. There is a definite movement away from the traditional lectures and written examination.
2. **Learn at your own pace:** A student can exercise the option to decide his/her own pace of learning-

slow, normal or accelerated

plan. Students can select courses according to their aptitude, tastes and preferences.

3. **Continuous Learning & Student Centric Concurrent Evaluation:** CBCS makes the learning process continuous and the evaluation process is not only made continuous but also made learner-centric. The evaluation is designed to recognize the capability and talent of a student.
4. **Active Student-Teacher Participation:** CBCS leads to quality education with active teacher-student participation. This provides a venue to meet student's scholastic needs and aspirations.
5. **Industry Institute Collaboration:** CBCS provides opportunities for meaningful collaboration with industry and foreign partners to foster innovation, by introduction of electives and half-credit courses through the cafeteria approach. This will go a long way in capacity building of students and faculty.
6. **Interdisciplinary Curriculum:** Cutting edge developments generally occur at the interface of two or more disciplines. Interdisciplinary approach enables integration of concepts, theories, techniques, and perspectives from two or more disciplines to advance fundamental understanding or to solve problems whose solutions are beyond the scope of a single discipline.
7. **Employability Enhancement:** CBCS shall ensure that students enhance their skill/employability by taking up project work, entrepreneurship and vocational training.
8. **Faculty Expertise:** CBCS shall give the Institute the much needed flexibility to make best use of the expertise of available faculty.

3.1.2 Programme Structure in Choice Based Credit System:



3.2 Time Schedule: An academic year is divided into two terms – I and II. Each term has one semester. Term I shall have SEM I, III and V, whereas Term II shall have SEM II, IV and VI. In each semester, courses are offered in 15 teaching weeks and the remaining 5 weeks are to be utilized for conduct of examinations and evaluation purposes.

For students, each week has 40 working hours spread over 5/6 days a week consisting of lectures, tutorials, assignments, class participation, library work, special counseling, Sports, project work, field visit, youth welfare and social activities.

3.3 Course: A "Course" is a component of programme, i.e. in the new system; papers will be referred to as courses. Each course is identified by a unique course code. While designing curriculum, course can have defined weightage. These weightages are called credits.

Each course, in addition to having a syllabus, has learning objectives and learning outcomes. A course may be designed to comprise lectures/tutorials/laboratory work/fieldwork/projectwork/vocational training/vivavoce etc. or a combination of some of these.

3.3.1 Core Courses: The curriculum comprises of Core Courses and Elective Courses.

Core courses are the foundation courses of management education. They are compulsory for all the students. Core courses are of two types: Generic Core & Subject Core.

Generic Core: This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as **Hard Core Courses**.

A Hard core course may be a Theory, Practical, Field based or Project Work based subject which is a compulsory component in the Programme Structure.

Subject Core: A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations). These are also known as **Soft Core Courses**.

Following Specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HR)

Students shall study 4 Full Credit Courses & 2 Half Credit Courses in Semester III, IV, whereas 6 Full Credit Courses & 1 Half Credit Courses in Semester V and VI.

- Generic Core courses in Semester I provide *foundations of management*.
- Generic Core courses in Semester II focus on *functional areas*.
- Generic Core courses in the Semester III, IV, V and VI are *integrative* in nature along with the Subject Core subjects.

3.3.2 Elective Course: Elective course is a course which can be chosen from a pool of courses. It may be:

- a) Very Specialized or advanced course focusing on a specific aspect
- b) Supportive to the discipline of study
- c) Providing an extended scope
- d) Enabling an exposure to some other discipline/domain
- e) Nurturing candidate's proficiency/skill.

Generic Elective: An elective course which is common across disciplines /subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

Subject Elective: A 'Discipline centric' elective is called 'Subject Elective.'

- Generic Elective courses, in Semester I and II facilitate self-development and skill building.
- Subject Elective courses, in the Semester III and IV are focused on a specialization.

Open Elective: A subject elective course chosen generally from an unrelated discipline/subject, with an intention to seek cross-functional exposure is called an Open Elective. A Subject Elective offered in a discipline/subject may be treated as an Open Elective by other discipline/subject and vice versa.

Choice of Cross Functional Half Credit Courses (Subject Elective chosen as Open Elective): Out of the 4 half credit subject elective courses (to be taken collectively in Semester III and IV); a student may choose 2 half credit subject courses from another elective (i.e. other than his chosen elective). The student may exercise this choice either in Semester III and/or in Sem IV. The final say in this matter shall rest with the Director of the Institute.

Generic and Subject Electives will provide flexibility to each Institute to offer courses based on:

- a) Intended positioning of the Institute
- b) Targeted Industry Linkages – sectoral requirements and networking at the Institute Level
- c) Student Composition – rural/urban, commerce/engineering/others, fresh/experienced, etc. d) Present & Future Faculty Competencies – generic and specialization areas
- e) Locational Aspects – rural/urban/semi-urban

An Institute may offer varied combinations of Half Credit courses to various groups of students enrolled in a particular academic year/enrolled for a particular specialization based on student interests and competencies, faculty availability.

3.4 Pre-requisites for successful implementation of CBCS: The success of the CBCS also requires certain commitments from both the students and the teachers.

1. The student should be regular and punctual to his classes, studious in carrying out the assignments and should maintain consistency in his tempo of learning. He should make maximum use of the available library, internet and other facilities.
2. The teachers are expected to be alert and punctual and strictly adhere to the schedules of teaching, tests, seminars, evaluation and notification of results.
3. All teachers should notify the tentative schedule of teaching and tests of the entire semester, including the dates of tests, dates of score notification and all other schedules, which can be planned in advance.
4. The teachers are expected to adhere to unbiased and objective evaluation and marking of concurrent evaluation scores (internal examinations) which will not only maintain the confidence of the students, but, at the same time, ensure that merit is given due credit.
5. Transparency, objectivity and quality are the key factors that will sustain a good CBCS system.
6. At the graduate level, and in a professional programme, the syllabus is to be looked upon as the bare minimum requirement to be fulfilled and sufficient emphasis shall be laid on contemporary aspects, going beyond the syllabus.

3.5 Credits

Credit: The definition of 'credits' can be based on various parameters—such as the learning hours put in, learning outcomes and contact hours, the quantum of content/syllabus prescribed for the course.

The credits system requires that a student progresses in the academic programmes not in terms of time (years or semesters), but in terms of courses.

Each course is assigned a certain credit, depending on the estimated effort put in by a student. When the student passes that course, he/she earns the credits associated with that course.

In the Credits system the emphasis is on the **hours put in by the learner and not on the workload of the teacher**. Each credit can be visualized as a combination of **3 components viz. Lecture (L)+Tutorials (T)+ Practical/Project Work (P) i.e. LTP Pattern**.

The effort of the learner for each Credit Point may be considered under two parts—

- a) One part consisting of the hours actually spent in classroom/ practical/fieldwork instructions and
- b) The other part consisting of notional hours spent by the Learner in self-study, in the library, peer interactions, case study, writing of journals and assignments, project setc. for the completion of that course.

Every course offered shall have three components associated with the teaching-learning process of the course, viz.

- a) Lecture—L: Classroom sessions delivered by faculty in an interactive mode
- b) Tutorial-T : Session consisting of participatory discussion/self-study/deskwork/brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture sessions
- c) Practice-P: Practice session/Project Work consisting of Hands-on experience/Field Studies/Case studies that equip students to acquire the much required skill component.

Interms of credits, for a period of one semester of 15 weeks:

- a) every ONE hour session per week of L amount to 1 credit per semester
- b) a minimum of TWO hours per week of T amount to 1 credit per semester, c) a minimum of TWO hours per week of P amount to 1 credit per semester,

The teaching/learning as well as evaluation are to be interpreted in a broader perspective as follows:

- a) Teaching–Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, Self-study, etc.
- b) Evaluation: Tutorials, Class Tests, Presentations, Fieldwork, Assignments, Research papers, Term papers, etc.

A course shall have either or all the three components, i.e. a course may have only lecture component, or only practice component or a combination of any two or all the three components.

The total credit earned by a student at the end of the semester upon successfully completing a course are 'L +T+P'. The credit pattern of the course is indicated as L: T:P.

If a course is of 3 credits then the different credit distribution patterns in L:T:P format could be 3:0:0, 2: 2:0:2, 2:2:0, etc. In no instance the credit of a course can be greater than the number of hours (per week for 15 weeks) allotted to it.

1:2:

Full Credit Course: A course with weightage of 3 credits is considered as a full course. (Except for Summer Internship Project and Field Work which are full credit courses with 4 Credit each & 100 marks each.)

Half Credit Course: A course with weightage of 2 credits is considered as a half course.

The BMS programme is a combination of:

- a) Full Credit Courses (100 Mark each): 3 Credit each
- b) Half Credit Courses (50 Mark each): 2 Credit each

3.6 Adoption of Credit and Grading System

As per national policy and international practices, BMS program will adopt the Credit and Grading System.

3.6.1 Rationale for adoption of the Credit and Grading System:

a) **Learner's Perspective:** The current practice of evaluation of student's performance at the end of a semester is flawed. The students are expected to express their understanding or mastery over the content included in their curriculum for a complete semester within a span of three hours and their efforts over the semester are often completely ignored. It also promotes an unhealthy practice of cramming before the examinations and focusing on marks rather than on learning.

b) **Evaluation Perspective:** The present system of evaluation does not permit the flexibility to deploy multiple techniques of assessment in a valid and reliable way. Moreover, the current practice of awarding numerical marks for reporting the performance of learners suffers from several drawbacks and is a source of a variety of errors. Further, the problem gets compounded due to the variations in the marks awarded in different subjects. The 'raw score' obtained by the learner, is, therefore, not a reflection of his true ability.

In view of the above lacunae, it is desirable that the marking system used for the declaration of results is replaced by the grading system. The system of awarding grades provides a more realistic picture of learner's ability than the prevailing marking system. *Excellence in quality education can be achieved by evaluating the true ability of the learners with the help of continuous evaluation.*

3.6.2 Salient features of the grading system:

1. In this system, students (learners) are placed in ability bands that represent a range of scores. This ability range may be designated with alphabetical letters called as 'GRADE'.
2. Grading reflects an individual learner's performance in the form of a certain level of achievement.
3. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range/band of scores to which a learner belongs such as O, A+, A, B+, B, C, P, F & Ab.
4. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner.
5. A properly introduced grading system not only provides for a comparison of the learners' performance but also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

3.6.3 Basics of Credit and Grading System: Grading is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stakeholders.

Grading is carried out in a variety of ways. The classification of grades depends upon the reference point.

With 'Approach towards Grading' as the reference point, Grading may be classified as:

- a) **Direct grading:** When the performance exhibited by the examinee is assessed in qualitative terms

and the impressions so obtained by the examiners are directly expressed in terms of letter grades, it is called, 'Direct Grading'.

- b) **Indirect grading:** When the performance displayed by the examinee is first assessed in terms of marks and subsequently transformed into letter grades by using different modes, it is called, 'Indirect Grading.'

With 'Standard of Judgment', as the reference point Grading may be classified as:

- a) **Absolute grading:** The method that is based on a predetermined standard which becomes a reference point for the learner's performance is called 'Absolute Grading'. This involves direct conversion of marks into grades irrespective of the distribution of marks in a subject.
- b) **Relative grading:** Relative Grading is popularly known as grading on the curve. The curve refers to the normal distribution curve or some symmetric variant of it. This method amounts to determining in advance approximately what percentage of learners can be expected to receive different grades, such as O, A+, A, B+, B, C, P, F & Ab. In this grading system the grade is not determined by the learner's performance but on the basis of group performance.

Absolute grading has several advantages such as—

- a) the procedure is simple and straightforward to use, b) each grade is distinctly understandable, c) the learner has the freedom to strive for the attainment of the highest possible grade and d) It enables the learner to know their strengths and weaknesses.

The few limitations in Absolute Grading method are that—

- a) The distribution of scores is taken at its face value regardless of the errors of measurement creeping into various types of subjectivity.
- b) Besides, the cut-off of different categories are also arbitrarily decided.

It is proposed to use the **Indirect and Absolute Grading System for the BMS programme**, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by a defined mechanism where in the overall performance of the Learners can be reflected after considering the Credit Points for any given course. However, the **overall evaluation shall be designated in terms of Grade.**

3.7 Session Duration: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way. Batch size for tutorial shall be 50% of the normal class size, subject to a minimum of 30 students.

3.8 Courses Offered: Institutes are free to offer only a select number of specializations from amongst the list provided by the University. Likewise, institutes may provide only a sub-set of the generic electives, subject electives as prescribed semester-wise in the Programme structure.

However, it shall be mandatory for the Institute to provide all information relating to the specializations offered, generic electives, subject electives, their respective credits, evaluation pattern, etc. to all the students so as to enable them to make an informed choice. Such information should be hosted on the website/prospectus of the Institute in sufficient advance, prior to commencement of the classes. Other informations such as the credits, the prerequisites, and syllabus shall also be hosted on the website of the institute.

3.9 Registration: It is mandatory for every student, to register every semester, for the courses opted under CBCS system, for that semester.

Such registration forms the basis for a student to undergo concurrent evaluation, online evaluation and end-semester examination. Application forms for University examinations are to be filled up based on the choices finalized during the registration process and submitted to the University along with the prescribed examination fee.

3.9.1 Registration Process:

- i. Each student, on admission shall be assigned to a **Faculty Advisor** who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile and career objectives.
- ii. With the advice and consent of the Faculty Advisor the student shall register for a set of courses he/she plans to take up for the Semester.
- iii. The students should meet the criteria for prerequisites, if defined for a course, to become eligible to register for that course.
- iv. The Institute shall follow a selection procedure on a first come first served basis, determining the maximum number of students, giving counseling to the students, etc., to avoid overcrowding to particular course(s) at the expense of some other courses.
- v. It is expected that a student registers for 21 credits in SEM I and II each, 16 Credits in SEM III, 17 Credits in SEM IV, 21 Credits in SEM. V and 20 credits in SEM VI.
- vi. However fast learners (under accelerated plan), may be permitted to register for 2 full credit/3 half credit courses in excess of the normal credits defined for a semester. However, registration for Repeat courses (backlogs) is allowed in excess of this limit.
- vii. Likewise, slow learners, may be permitted to register for 2 full credit/3 half credit courses less than the normal credits defined for a semester.
- viii. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the earlier term for Semester II, III, IV, V and VI. i.e. The fresh inducted batch shall register for various courses at the end of the first week of their Sem I after their induction. They will register for Semester II courses immediately at the end of Semester I and likewise for subsequent semesters. In Semester I the registration window shall be open for sufficiently long duration to take care of late admissions.
- ix. The maximum number of students to be registered in each elective courses shall depend upon the physical facilities available. Every effort shall be made by the Institute to accommodate as many students as possible.
- x. Normally, every Lecture-based courses shall be delivered by one teacher/industry experts/guests etc.
- xi. The Institute may not offer a course if a minimum of 20% of students is not registered for that course.

3.9.2 Eligibility

A candidate, for being eligible for admission to the B.M.S. degree course shall have passed the XII std. Examination conducted by the Maharashtra State Board of Higher Secondary Education or Diploma Course of MSBTE/MSBVE or any examination recognized as equivalent thereto and should have secured not less than 50% marks in case of students belonging to the General Category and not less than 45% marks in the case of students belonging to Reserved Category.

Students passing the H.S.C. or any other examination conducted by Boards/Universities outside Maharashtra State, should apply to the affiliated college for a provisional eligibility certificate. To apply for this one has to submit the original Mark sheet at the respective College office, along with 2 photocopies of the same. For confirmation of the eligibility, the students should submit their documents to the College Office, as stipulated by the authorities.

Following documents are needed:

1. Statement of Marks,
2. Passing Certificate and

3. Migration Certificate if applicable

4. Other necessary relevant document as per requirement for the fulfillment of eligibility criteria

4.Examination:

4.1 Pattern of Examination: The evaluation scheme comprises of:

- a) University Evaluation
- b) Concurrent Evaluation

For each full credit course –

- a) 70 marks shall be evaluated by the University and
- b) 30 marks shall be evaluated by the respective Institute.

For each half credit course –

- a) 50 marks shall be evaluated by the respective Institute.
There shall not be any University evaluation for half credit courses.

(Evaluation Scheme for Summer Internship Project is detailed separately.)

5.University Evaluation

There shall be University evaluation for each full credit course as per the timetable announced by the University. The evaluation by the University for Full Credit Courses shall comprise of two parts:

- a) Online Examination for 20 marks.
- b) Written Examination (subjective – concept plus case study/application oriented type) for 50 marks.

5.1 Online Examination

The Savitribai Phule Pune University shall conduct an online examination for each full credit course. This examination will be *objective* in nature and shall carry a weightage of 20 marks per full credit course. Students will appear for the online examinations in their respective institutes. Online examination shall constitute a separate head of passing for the full credit courses for which such online examination is scheduled passing shall be 30%. The student does NOT have a facility of Grade Improvement, in online examination, if he/she has secured any grade other than F.

The Online Examination will be conducted prior to one week before the start of the theory examination of each semester.

The Controller of Examinations of the Savitribai Phule Pune University shall announce the *online examination window of 6 days per semester* i.e. a window of 6 days for Semester I and another window of 6 days for Semester III likewise it should be followed for the remaining semesters. (interm I and likewise for term II. The number of days will vary as per number of courses) for the examination, *in consultation with the Dean/* Competent Authority. The online tests shall be conducted for all 6 semesters during each term.

There shall NOT be any retest for those students who are absent for the online exam during the declared examination window period. Any student, who is absent for the online test during the regular term, can take the online test for the specific course in the next term and his grade evaluation shall be updated accordingly in the revised **Grade Card**.

The date declared by Competent Authority for commencement of classes as per SPPU Norms.

Only for Semester I, in case of unforeseen circumstances the Controller of Examinations (CoE), Savitribai Phule Pune University, in consultation with the Dean/Competent Authority may postpone the examinations for Semester I.

For Semester II, III, IV, V and VI
the referenced dates shall be the term commencement dates declared by the SPPU.

The syllabus for the online examination shall be **all 2 units** in each full credit course. The duration of online examination for each course shall be of 25 minutes.

There shall be **one mark for each correct response**. There shall be no negative marking for wrong response. **There shall be 20 questions – each carrying one mark. All the questions shall be compulsory.** The questions shall be of different variety within the objective format. In the extreme event of a student answering all the questions incorrectly, the final score of such a student for that course for the online examination shall be 0 (ZERO).

The appropriate objective question bank will be prepared comprising questions of varying degree of difficulty, and of different types, in sufficient large number for each course for the exclusive purpose of the online examination. *The objective question papers shall be developed in real time, randomly using an ERP/ Learning Management System.*

The Institute shall ensure the provision of necessary IT infrastructure and internet bandwidth, backup power supply, for the smooth conduct of such online examination.

The score of each candidate for each course shall be known immediately after the conclusion of the online test and the Institute shall display the scores of all students for the online test within 3 days of the completion of the test.

5.2 Instruction to External Paper Setters/Chairman/Examiners: The syllabus for each course is organized in 5 units. The end-semester University evaluation shall cover the entire syllabus prescribed for the course. For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course, the question pattern shall be as follows:

Pattern of Question Paper:

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions. i.e. There shall be 2 questions from each unit of the curriculum with an internal option.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depends on the weightage of the topic.

ILLUSTRATIVE PATTERN OF QUESTION PAPER

Q.1(A).....based on Unit 1

	OR	
Q.1(B).....		basedonUnit1
Q.2.(A).....		basedonUnit2
	OR	
Q.2(B).....		basedonUnit2
Q.3(A).....		basedonUnit3
	OR	
Q.3(B).....		basedonUnit3
Q.4(A).....		basedonUnit4
	OR	
Q.4(B).....		basedonUnit4
Q.5(A).....		basedonUnit5
	OR	
Q.5(B).....		basedonUnit5

Questions shall assess knowledge, application of knowledge, and the ability to synthesize knowledge. The paper setters shall ensure that questions covering all skills and all units are set. She/he shall also *mandatorily submit* a detailed scheme of evaluation along with the question paper. Questions shall be of three categories of difficulty level—low difficulty, average difficulty and high difficulty.

The duration of written examinations shall be 2½ hours. Students shall be provided as a single answer sheet of 16 pages.

5.3 Concurrent Evaluation: A continuous assessment system in semester system (also known as internal assessment/comprehensive assessment) is spread through the duration of course and is done by the teacher teaching the course.

The continuous assessment provides a feedback on teaching learning process. The feedback after being analyzed is passed on to the concerned student for implementation and subsequent improvement. As a part of concurrent evaluation, the learners shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner.

Concurrent evaluation components should be designed in such a way that the faculty can *monitor the student learning & development and intervene wherever required*. The faculty must share the outcome of each concurrent evaluation component with the students, soon after the evaluation, and guide the students for betterment.

Individual faculty members shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across Knowledge, Skills & Attitude (KSA) dimensions based on variety of assessment tools.

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study/Caselet/Situation Analysis—(Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit/ Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion

9. Role Play/ Story Telling
10. Individual Term Paper/Thematic Presentation
11. Written Home Assignment
12. Industry Analysis– (Group Activity or Individual Activity)
13. Literature Review/Book Review
14. Model Development/Simulation Exercises– (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz
17. Student Driven Activities
18. Newspaper reading

There shall be a minimum of three concurrent evaluation components per full credit course and five concurrent evaluation components for each half credit course. The faculty shall announce in advance the units based on which each concurrent evaluation shall be conducted. Each component shall ordinarily be of 10 marks. The Institute shall however have the liberty to conduct additional components (beyond three/five). However the total outcome shall be scaled down to 30/50 marks for full credit and half credit courses respectively. Marks for the concurrent evaluation must be communicated by the Institute to the University as per the schedule declared by the University. Detailed record of the Concurrent Evaluations shall be maintained by the Institute. The same shall be made available to the University, on demand.

At the end of Concurrent Evaluation (out of 30/50 marks) the student does NOT have a facility of Grade Improvement, if he/she has secured any grade other than F.

ATKT Rules:

1. Minimum number of credits required to take admission to Second Year of B.M.S.: 30
2. Minimum number of credits required to take admission to Third Year of B.M.S.: 67

5.3.1 Safeguards for Credibility of Concurrent Evaluation: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

- a) Involving faculty members from other management institutes.
- b) Setting multiple question paper sets and choosing the final question paper in a random manner.
- c) One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
- d) Involvement of Industry personnel in evaluating projects/field based assignments.
- e) Involvement of alumni in evaluating presentations, role plays, etc.
- f) 100% moderation of answer sheets, in exceptional cases.

5.4 Summer Internship Project:

At the end of Fourth Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The students shall submit a written structured report based on work done during this period on the basis of suggested guidelines and research methodology. SIP may be a research project – based on primary/secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/etc. in an organization/industry. It is expected that the SIP shall sensitize the student to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

1. Introduction/Executive Summary.
2. Objectives of the Study.
3. Company/Organization profile (including Organization Chart).
4. Research Methodology (Statement of Problem, Hypothesis (if any), Research Design).
5. Data analysis, Data Interpretation & Hypothesis Testing.
6. Relevant activity charts, tables, graphs, diagrams, etc.
7. Suggestions & Recommendations.
8. Conclusions.
9. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
10. Appendix (Questionnaire, Data Sheet etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The student shall submit One hard copy (back to back print) & one soft copy (CD) of the project report before 30th September in Semester V. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

5.5 Evaluation Criteria for SIP:

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 30 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the SIP for 70 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.6 Field work- Per specialization*:

In Semester IV the student shall work under the supervision of the Faculty and carry out a Field Work and submit a structured report in one hard copy & one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

5.7: Standard of Passing:

Degree Requirements:

- a) **Earned Credits:** A candidate who has successfully completed all the Core courses and accumulated, through elective courses, not less than minimum number of Credits prescribed shall be eligible to receive the Degree. The degree requirements for the BMS programme are completion of 116 earned credits.
- b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 04.00

to be eligible for award of the BMS degree.

- c) **Aggregate:** If a student fails to secure **aggregate 40% marks** out of 100 [concurrent evaluation (30) + online evaluation (20) + university evaluation (50)], such students will have to appear for University theory examination (50) only.

The performance of a student will be evaluated in terms of two indices, viz.

- Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester
- Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

Semester Grade Point Average (SGPA): At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

SGPA = Grade Points divided by the summation of Credits of all Courses.

$$SGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{ for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

Cumulative Grade Point Average (CGPA): Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

Cumulative Grade Point Average (CGPA) for the Entire Course

$$CGPA = \frac{\sum \{C * GPI\}}{\sum C} \text{ for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

5.7.1 Assessment and Grade Point Average

a. The system of evaluation will be as follows: Each CA and ESE (ETE) will be evaluated in terms of marks. The marks for CA and ESE (ETE) will be added to convert into a grade and later a grade point average. There is no grade independently for CA or ESE (ETE).

b. Result of a student will be declared for each semester after the ESE (ETE) only.

c. The student will get a Grade Sheet with total grades earned and a Grade Point Average, after earning the minimum number of credits towards the completion of a UG program (subject to 3.9).

d. Marks/Grade/Grade Point w.e.f. AY 2016-17 (10 Point Scale):

Marks	Grade	Grade Point
80-100	O: Outstanding	10
70-79	A+: Excellent	9

60-69	A:Very Good	8
55-59	B+:Good	7
50-54	B: AboveAverage	6
45-49	C:Average	5
40-44	P:Pass	4
0-39	F:Fail	0
-	Ab: Absent	0

e. Final Gradew.e.f. theAY2016-17 (10 Point Scale):

Grade Point Average	Grade
09.00-10.00	O
08.50-09.00	A+
07.50-08.49	A
06.50-07.49	B+
05.50-06.49	B
04.25-05.49	C
04.00-04.24	P
00.00-03.99	F

Remark: B+ is equivalent to 55%marks andBis equivalent to 50%marks.

f. 'B' Grade is equivalent to at least 55% of the marks as per circular No.UGC-298/[4619]UNI-4 dated December 11, 1999.(Not applicable for 10 points scale)

g. A seven point grades system [guided by the Government of Maharashtra Resolution No. NGV-1298/[4619]/UNI.4 dt. December 11, 1999 and the University regulations] will be followed uniformly for Science, Arts, Mental, Moral and Social Sciences. The corresponding grade table is detailed in II.14 above. (Not applicable for 10 points scale)

h. If the GPA is higher than the indicated upper limit in the three decimal digit, then the higher final grade will be awarded (e.g. a student getting GPA of 4.492 may be awarded 'A' grade). (Not applicable for 10 point scale)

i. There will be only final compilation and moderation at GPA (Final) level done at the Department. While declaring the result, the existing relevant ordinances are applicable. There is also a provision for verification and revaluation, subject to the applicable rules at that point of time.

j. For grade improvement, 2 year program student will have to reappear for ESE (ETE) only in the courses comprising a minimum of 30 credits in case of Science, Engineering, Technology, Management and Pharmacy; 20 credits for other faculties and 12 credits in case of one year degree program. These courses will be from the parent Department only in which the student has earned the credits. A student can opt for the Grade Improvement Program only after the declaration of earning minimum number of credits and completion of the PG Program (subject to 3.9) within the period of two years from the completion of program.

k. The formula for GPA will be based on Weighted Average. The final GPA will not be printed unless a student passes courses for the minimum 100 credits, 80 credits or 64 credits as the case may be.

l. The description for the grades is as follows:

O: Outstanding: Excellent analysis of the topic, (80% and above)

Accurate knowledge of the primary material, wider range of reading, logical development of ideas, originality in approaching the subject, Neat and systematic organization of content, elegant and lucid style;

A+ :Excellent : Excellent analysis of the topic (70 to 79%) Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

A:Very Good: Good analysis and treatment of the topic (60 to 69%) Almost accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas, Fair and systematic organization of content, effective and clear expression;

B+:Good: Good analysis and treatment of the topic (55 to 59%)

Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, effective and clear expression;

B: Above Average: Some important points covered (50 to 54%)

Basic knowledge of the primary material, logical development of ideas, Neat and systematic organization of content, good language or expression;

C:Average: Some points discussed (45 to 49%)

Basic knowledge of the primary material, some organization, acceptable language or expression;

P:Pass: Any two of the above (40 to 44%)

F:Fail: None of the above (0 to 39%)

- One credit is equivalent to 20-25 marks for evaluation purpose.
- There will be an evaluation of each course by students at the end of every semester.

5.7.2 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute (i.e. out of 30 marks), in the Full Credit Courses, in Sem I to Sem VI, shall be scaled down, to the required extent, if percentage of the marks of Concurrent Evaluation exceeds the percentage of marks scored in the end semester University Examination by 25% for the respective course. i.e. (percentage of marks scored out of 50 in university evaluation) – (percentage of marks scored out of 30 in concurrent evaluation) should not exceed 25%. Scores of Online Examination are not part of the scaling down formula.

The marks obtained by the student in Half Credit Courses are not subject to scaling down. Likewise, the marks obtained by the student in Concurrent Evaluation for the Field Work and Summer Internship Projects shall not be subjected to Scaling down.

5.7.3 Attendance: The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

Since the emphasis is on continuous learning and concurrent evaluation, it is expected that the students study all-round the semester. *Therefore, there shall not be any preparatory leave before the University examinations.*

5.7.4 Maximum Duration for completion of the Programme: The candidates shall complete the BMS Programme within 5 years from the date of admission, by earning the requisite credits. The student will be finally declared as failed if she/he does not pass in all credits within a total period of four years. After that, such students will have to seek fresh admission as per the admission rules prevailing at that time.

5.8 Award of Grade Cards: The Savitribai Phule Pune University under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

5.9 Grade Improvement: A candidate who has secured any grade other than F (i.e. passed the BMS programme) and desires to avail the Grade Improvement facility, may apply under Grade Improvement Scheme within Five years from passing that Examination. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement. He/she shall appear for University Evaluation of at least 1/3rd Generic/Subject Core Courses (except Field Work & SIP) for the purpose of Grade Improvement.

5.10 External Students: BMS being a full time programme, there is no provision of external students.

5.11 Verification/Revaluation: Students can avail the verification /revaluation facility as per the prevailing policy, guidelines and norms of the Savitribai Phule Pune University. There shall be Revaluation of the answer scripts of Semester-End examination but not of internal assessment papers.

5.12 Total Credits: 116 Credits (3700 Marks), Total Courses = 40

- a) 32 Full Credit Courses * 3 credits per course = 96 Credits (3200 Marks)
- b) 1 Full Credit Course Field Work (Full Credit) = 4 Credits (100 Marks)
- c) 1 Full Credit Course SIP (Full Credit) = 4 Credits (100 Marks)
- d) 06 Half Credit Courses * 2 credits per course = 12 Credits (300 Marks)

6. Teaching Pedagogy:

6.1 Pedagogy: It is expected that the faculty members adopt a variety of teaching methodologies, such as case studies, role-play, problem-solving exercises, group discussion, computer simulation games, etc. during the programme delivery. Use of technology and innovative techniques beyond the lecture method is desirable.

6.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

6.3 Equivalence of previous syllabus with the proposed syllabus: The equivalence of the previous syllabus with the proposed syllabus shall be announced separately.

6.4 University Terms: The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

6.5 Course wise detailed syllabus: Course wise detailed syllabus along with recommended textbooks, reference books, websites, journals, etc. is provided in Annexure II.

6.6 Qualification of Teacher: The qualifications of the full time teacher for the BMS Programme shall be as per the norms prescribed by UGC and SPPU from time to time.

6.7 Teacher Capacity Building: The faculty of management shall organize suitable programmes for capacity building of teachers.

6.8 If a student could not attend the CA written test due to some unavoidable reasons then the teacher may consider a request for retest in writing with furnishing the reason of absence.

7. Examination Rules

7.1 Assessments shall consist of CA-Continuous assessment (30%), Online Examination (20%) and ESE (ETE)-End of Semester (Term) Examination (50%).

7.2 The concerned teacher is responsible for conduct and evaluation towards CA and shall announce at the beginning of the course about the mechanisms under which CA would take place. However, the ESE (ETE) shall cover the entire syllabus prescribed for that course.

7.3 The CA towards 30% marks will be a continuous activity.

a) It is mandatory for a teacher to hand over the assessed answers sheet to the respective students well before the commencement of the ESE (ETE).

b) It is also mandatory to declare the score gained by all the students in a course towards CA on the notice board duly signed by the concerned teacher of the course and the Principal/Director.

7.4 ESE (ETE) for the remaining marks will be conducted by SPPU.

7.5 A student has to obtain 40% marks taken together of CA and ESE (ETE) & for Online Examinations 30%.

7.6 A student will have to obtain a minimum aggregate of 40% marks in each course to be counted for the minimum number of credits required for the completion of the program.

7.7 If a student misses an internal assessment examination he/she will have a second chance

with the endorsement of the Principal/Director in consultation with the concerned teacher. Such a second chance shall not be the right of the student.

7.8

a) If a student is declared as "PASS" in a course (Grade other than F), then the student cannot choose/reappear that course unless appearing under "CLASS/GRADE IMPROVEMENT" for ESE (ETE) only. CA is not available for a course in which the student has been declared as "PASS".

b) In the case of,

the number of attempts (excluding registered for first time) available to Register/reappear for the course would be 3 (three) only.

c) In an exceptional case, if there are sufficient number of students who wish to register for a course for CA and ESE (ETE) both in which they are failed, then such a course can be conducted in the immediate following semester only, in addition to the courses conducted in that semester. However, there cannot be more than two such courses at a time in that semester.

7.9 The student will be finally declared as failed if the minimum numbers of credits are not earned within a total period of Five years 3 years UG Program. After that, such a student will have to seek fresh admission as per the admission rules prevailing at that time.

7.10 While marks will be given for all examinations, they will be converted into grades. The Semester End Gradesheets will be generated by using marks and grades and the final gradesheets and transcripts shall have grade points average and total percentage of marks (up to two decimal points). The final gradesheet will also indicate the UG Department/Center to which the candidate is registered.

8. ADMISSION PROCEDURE – Admission to this course will be done at Institute Level by following merit of the eligible students and as per guidelines of Govt. of Maharashtra /SavitribaiPhulePune University(SPPU)/Competent Authority.

Institute should prepare merit list of all eligible candidates as per guidelines and such two merit list will be displayed with a gap of ten days and after wards if seats remain vacant will be filled/treated as open to all.

At the time of admission the student must submit the following documents in original along with duly attested photocopies.

9. DURATION:

1. The Course shall be a full-time course. The duration of the course shall be of six semesters spread over three years.

2. Number of students: A batch shall consist of not more than 60 students.

10. INFRASTRUCTURE :

For a batch of 60 students –

- 1) Class rooms - 3No.
- 2) Tutorial rooms - 3 No. (min.)
- 3) Computer Lab - 1 No.
- 4) Library
- 5) LCD/Projectors
- 6) Seminar Hall
- 7) Administrative Area
- 8) Loitering Area
- 9) Staff Room
- 10) Principal/ Director Cabin

11. **STAFFING PATTERN:**Faculty student ratio should be 1:15. Max.

Care should be taken by the institute to provide faculty for specialization offered. There should be Principal/ Directorand Librarian for the institute. (In case of existing institute the Principal/ Directorand librarian of that institute will be considered for running this program)

While selecting specialization there should be at least 10students per specialization.

12. The Scheme of modules shall be as follows:

First Year B.M.S Semester I

Sr.No	Subject Code	Subject Name	Credit Point	Online	Internal	External
1	101	Basic Competencies and Skills	3	20	30	50
2	102	Basics of Finance and Cost Accounting	3	20	30	50
3	103	Legal Framework for business	3	20	30	50
4	104	Basics of Quantitative Techniques	3	20	30	50
5	105	Fundamentals of Communication	3	20	30	50
6	106	History of Management Thoughts	3	20	30	50
7	107	Basics of Computers	3	20	30	50
Total Marks:			21	140	210	350

First Year B.M.S Semester II

Sr. No.	Subject Code	Subject Name	Credit Point	Online	Internal	External
1	201	Environment for Business	3	20	30	50
2	202	Laws for Industrial Establishments	3	20	30	50
3	203	Fundamentals of Economics for Managers	3	20	30	50
4	204	Business Mathematics	3	20	30	50
5	205	Fundamentals of Cost Accounting	3	20	30	50
6	206	Business applications of Computers	3	20	30	50
7	207	Environmental Management	3	20	30	50
Total Marks:			21	140	210	350

Second Year B.M.S Semester III						
Sr. No.	Subject Code	Subject Name	Credit Point	Online	Internal	External
1	301	Economics for Business Decisions	3	20	30	50
2	302	Basics of Marketing	3	20	30	50
3	303	Accounting for Managerial Decisions	3	20	30	50
4	304	Organizational Behavior	3	20	30	50
		Finance Group- Electives				
5	FIN305	Overview of Financial Services	2	0	50	0
6	FIN306	Basics of Corporate Finance	2	0	50	0
		Marketing Group- Electives				
7	MKT305	Fundamentals of Consumer Behavior	2	0	50	0
8	MKT306	Strategic Marketing	2	0	50	0
		Human Resource- Electives				
9	HR305	Basics of Recruitment & Selection	2	0	50	0
10	HR306	Methods of Motivation and Leadership	2	0	50	0
Total Marks:			16	80	220	200

Second Year B.M.S Semester IV						
Sr.No.	Subject Code	Subject Name	Credit Point	Online	Internal	External
1	401	Basics of Entrepreneurial Development	3	20	30	50
2	402	Business Research Methods	3	20	30	50
3	403	Framework for Direct Taxes	3	20	30	50
4	404	Field work- Per specialization*	4	20	30	50
		Finance Group- Electives				
5	FIN405	Advanced Costing & Auditing	2	0	50	0
6	FIN406	Essence of Capital Market	2	0	50	0
		Marketing Group- Electives				
7	MKT405	Integrated Marketing Communication & Advertising	2	0	50	0
8	MKT406	Rural Marketing	2	0	50	0
		Human Resource- Electives				
9	HR405	Fundamentals of Training and Development	2	0	50	0
10	HR406	Strategies for Change Management	2	0	50	0
Total Marks:			17	80	220	200

Third Year B.M.S Semester V						
Sr. No.	Subject Code	Subject Name	Credit Point	Online	Internal	External
1	501	Human Resource Management	3	20	30	50
2	502	Services Management	3	20	30	50
3	503	Financial Management	3	20	30	50
4	504	Logistics and Supply chain Management	3	20	30	50
5	505	E-Commerce	3	20	30	50
		Elective Courses (Any One)				
6	MKT506	Advanced Studies in Marketing	2	0	50	0
7	FIN506	Advanced Studies in Finance	2	0	50	0
8	HR506	Advanced Studies in HRM	2	0	50	0
9	507	Project Work*	4	0	30	70
Total Marks:			21	100	230	320

Third Year B.M.S Semester VI						
Sr. No.	Subject Code	Subject Name	Credit Point	Online	Internal	External
1	601	Entrepreneurship & Management of Small & Medium Enterprises	3	20	30	50
2	602	Introduction to Operations Research	3	20	30	50
3	603	International Finance	3	20	30	50
4	604	History of business families in India-Success and Failure Stories	3	20	30	50
5	605	International Marketing	3	20	30	50
6	606	Retail Management	3	20	30	50
		Applied Component Courses (Any One)				
7	FIN607	Investment Analysis & Portfolio Management	2	0	50	0
8	MKT607	Brand & Distribution Management	2	0	50	0
9	HR607	Compensation Management	2	0	50	0
Total Marks:			20	120	230	300