



**RKDF University, Ranchi**  
**Bachelor of Management Studies (BMS)**  
**Courses of Study**

**Courses of Study  
For  
Bachelor of Management Studies (BMS)  
Semester – I**

**BMS-101: Organizational Behaviour**

**Unit I**

Introduction to Organizational Behaviours- Feature, Purpose, Goal, Models of Organization Behaviour.

**Unit II**

Perception – Definition, Process, Factors, Personality – Definition, Traits, Theories, Learning, Motivation- Definition and Theories.

**Unit III**

Leadership – Styles, Theories, Group and Team, Group Dynamics, Group Decision Making.

**Unit IV**

Organization Power and Politics, Conflict- Resolution Management. Grievance Handling, Stress Management.

**Unit V**

Performance Evaluation, Organization Development Organizational Change, Communication, Stress Management Culture Systems.

**Books Recommended:**

1. Keith Devis: Organizational Behaviour, Tata McGraw Hill, New Delhi.
2. S.P. Robbins: Organizational Behaviour, Prentice Hall Of India Ltd. New Delhi.
3. Sarma V.S. Velux: Organizational Behaviour Jaico Publishing House New Delhi.

## **BMS -102: Fundamentals of Accounting**

### **Unit I**

#### **Accounting:**

Meaning Scope & Nature, Advantage and limitations of Book Keeping & Accounting.

### **Unit II**

#### **Conceptual Framework of Accounting:**

Accounting Principles, Accounting Concepts, Accounting Conventions Systems of Books Keeping, Double Entry System of Books Keeping.

### **Unit III**

#### **Final Accounts:**

Manufacturing Account, Trading Account, Profit & loss Account, Balance Sheet and Adjustments

### **Unit IV**

#### **Depreciation Accounting:**

Concept, Causes Methods of Providing Depreciation on Different Assets and Depreciation Policy.

### **Unit V**

#### **Subsidiary book of account:**

Introduction, meaning and type cash book, Cash book, Pass book.

#### **Books Recommended:**

1. T.S.Grewal: Double Entry Book Keeping/Accounting Principles
2. R.L. & Gupta: Advanced Accountancy
3. Jain & Naran: Elements of Accounting
4. S.N.Maheshwari: Fundamentals of Accounting
5. Shukla Grewal & Gupta: Advanced Account

## **BMS -103: ICT & Emerging Trends**

### **Unit I**

Computer System Concepts and Characteristics, Basic Components of Computer System, Input and Output Devices

### **Unit II**

Software – Type of Software, System Software, Operating System, Over View and functions.

### **Unit III**

Application Software – Word Processing, Spread Sheet, Power Point Presentation

### **Unit IV**

DBMS – Introduction, Purpose of DBMS, Views of Data, Data Models, Types of Data Base Languages.

### **Unit V**

Network – LAN, WAN, MAN, Components of LAN, Internet – Evolution, Protocols and Interface, Email, www, Viruses Antivirus, Antispyware, fire wall, Emerging Trends in ICT.

### **Books Recommended:**

1. Texali – Pc Software
2. P.K.Sinha – Fundamentals of Computer
3. Loen – Fundamentals of Information Technology, Vikas Publication
4. V.Rajaraman – Fundamental of Computer, Prantice Hall
5. Saxena – First Course in Computer, Vikas Publication
6. S.Jaiswal – Computer Today, Galgtia Publication
7. Dhiraj Sharma – Foundations of Excel Books

## **BMS -104: Environmental Management**

### **Unit I**

The Multi disciplinary nature of environmental studies definition. Scope and importance need for public awareness natural resources.

### **Unit II**

Renewable and non-renewable resources: Natural resources and associated Problems, Forest resources Use and overexploitation, Deforestation, Case studies.

### **Unit III**

Concept of an ecosystem. Structure and function of an ecosystem. Producers, consumers and decomposers. Energy flow in the ecosystem. Ecological Succession. Food chains, food webs and ecological Pyramids.

### **Unit IV**

Introduction Definition: Genetic, species and ecosystem diversity. Biogeographically classification of India value of biodiversity: consumptive use, Productive use, social, ethical, aesthetic and option values.

### **Unit V**

Environmental Pollution Definition, Causes, effects and control measures of Air Pollution, Water Pollution, Soil Pollution, Marine Pollution Noise Pollution, Thermal Pollution, Nuclear Hazards.

### **Books Recommended:**

1. Agrewal.K.C.2001 Enviromental Biology Nidi Pub. Ltd Bikaner.
2. Bhurucha Irach. The Biodiversity of India Mapin Publishing Pvt Ltd.
3. Burnner R.C.1989 Hazardous Wasteincineration. McGraw Hills Inc.480 P.
4. Cark R S, Marine Pollution, Clanderson Press Oxford (TB)
5. Hawkins R.E. Encyclopedia of Indian Natural History.

## BMS -105: Soft Skills I

### Unit – I

#### Language Content

- (a) **Structural Items :**
  - Simple, Compound and Complex Sentences.
  - Co-ordinate Clauses (With, But, or Neither Nor , Otherwise, Else)
  - Sub-Ordinate clauses • noun clauses • as subjects, objects and Complement .
  - Relative Clauses (Restrictive and non Restrictive clauses)
  - Adverb clauses (open and hypothetical, conditional: With Because, though, Where, So that as long as, as soon)
  - Comparative clauses (as + adjective/ adverb + as no sooner .....that)
- (b) **Tense:**
  - Simple Present Progressive and present Perfect
  - Simple Past, Progressive and Past Perfect
  - Indication of futurity
- (c) **•The Passive** (Simple Present and Past, Present and Perfect and to Infinitive Structure)
- (d) **• Reported speech**
  - Declarative Sentences
  - Imperatives
  - Interrogative wh Question, Yes/No Questions.
  - Exclamatory sentences.
- (e) **•Module** (Will, shall, would, ought, to have to/ have to/ have got to/ can could, may • might and need )
- (f) **– Verb Structures** (Infinitive and gerundial)
- (g) **– Linking devices**

**Note :•** The above Language Items will be Introduced to Express the Following Communicative Functions

:

- (a) • Seeking and imparting information.
- (b) - Expressing attitudes - Intellectual and emotional.
- (c) - Persuasion and Discussion etc

## **Unit – II**

### **Reading Comprehension**

Adequate Practice Should be Provided in Reading With Understanding Through Materials Prescribed in the Text Book. Attempt should also Make to Expand the Learner's Vocabulary

## **Unit – III**

Graded Practice Should be Provided in the basis Skills of Composition the Following Forms of Composition Should also made to expand the Learner's Vocabulary.

Paragraph Writing (150 words)

Letter Writing (both formal and informal)

## **Unit – IV**

### **Speaking**

Contextualized Vocabulary Teaching and Oral Work Should be Used to Strengthen the Learns Acquirement to the Sound Distinctions, Stress and Intonation in English

### **Books Recommended:**

1. The Book Published by M.P. Hindi Grants Academy is the Prescribed Book For This Syllabus.
2. Wren & Martin : High School English Grammar & Composition



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**Courses of Study  
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Semester – II**

**BMS-201: Economics**

**Unit I**

**Introduction to Economics:** Definition, Nature and Scope of Economics. Micro and Macro Economics, Role of Economics in Decision Making.

**Unit II**

**Demand Analysis and Supply Analysis:** Meaning of Demand, Types of Demand, Law of demand, Determinants of Demand, Demand Function, Elasticity of demand- price elasticity of demand. Income elasticity of demand, Cross Elasticity of demand, Law of Supply, Supply Schedule, Supply Curve, Price elasticity of supply.

**Unit III**

**Production Analysis:** Production function, Types of Production Function, Law of Returns, Law of variable proportions, Law of Increasing Returns, Law of Constant Returns, Law of Diminishing returns, Returns to scale.

**Unit IV**

**Market Structures:** Meaning of Market, Classification of markets, Perfect Competition, Imperfect Competition, Monopolistic Market, Oligopoly Market, and Duopoly Market.

**Unit V**

**National Income:** Meaning, Definition and importance of Macro Economics – National Income: Meaning, Definitions: National Income, GNP & NNP, GDP & NDP, Personal Income (PI), Disposable Income (Di), Per Capita Income (PCI), Real National Income (RNI).

**Books Recommended:**

1. M.L. Sharma: Economics (C.A. Foundation)
2. M.L. Seth: Principles of Economics
3. Ahuja: Principles of Economics
4. Dutta & Samuelson: Micro Economics

## **BMS-202: Financial Accounting**

### **Unit I**

Analysis of Financial Statement – Ratio Analysis, Trend Analysis, Comparative Statement, Common Size Statement.

### **Unit II**

Meaning of Fund Flow Statement, Cash Flow Statement BEP Analysis

### **Unit III**

Meaning of Single Entry System, Hire Purchase Accounting

### **Unit IV**

Inventory Valuation – Methods, FIFO, LIFO, HIFO, Average Cost Method, Weighted Average Cost Method.

### **Unit V**

Cost Accounting – Cost Sheet, Standard Cost – Basic Concepts, Cost Reconciliation Statement.

### **Books Recommended:**

1. Financial Account: Dr. S.N. Maheshwari
2. Financial Accounting: R.L. Gupta
3. Advanced Accountancy: S.M. Shukla
4. Modern Accountancy : Mukherjee & Hanif

## **BMS-203: Marketing Management**

### **Unit – I**

Nature and Scope of Marketing, Management philosophies, Marketing system and Environment, consumer Behavior, consumer market and industrial market, Decision making process in Buying.

### **Unit – II**

Market segmentation, grouping of market, targeting and positioning, product decisions.

### **Unit – III**

Marketing Mix: Elements of marketing Mix, Product Mix, Branding and package decisions, promotion mix.

### **Unit- IV**

Pricing decisions, Methods of setting prices, pricing strategies, production.

### **Unit – V**

Channel of Distribution, Marketing channels and agencies. Marketing research and Marketing information system.

Books Recommended:

Philip Kotler, Principles Marketing, Prentice Hall of India.

William J. Stanton. Fundamentals of Marketing McGraw, New Delhi.

Ramaswamy and Namkumari, marketing management Analysis planning and Control In Indian context.

Rajan Saxena, Marketing Management Tata Mc Graw Hill.

## **BMS-204: Principles of Management**

### **Unit – I**

Concept of Management: Definition Management, Functions and Responsibilities of Management, Levels of Management, Management Thought and Thinkers, Robert Owen, F.W.Taylor, Henry Fayol etc. Neo Classical Theories,

### **Unit – II**

**Planning:** Objective, types and level of planning, Strategies and Policies, SWOT analysis,

**Decision Making**-Meaning, Importance

### **Unit – III**

**Organizing:** Nature and purpose of organizing, Nature & Scope of Staffing, Manpower Planning Organization structure, organization -Line and Staff authority, Delegation of authority

### **Unit – IV**

Directing: Creativity, Innovation Motivation-Motivation Theories, Leadership, Leadership theories Communication, Organization Culture- Managing cultural diversity.

### **Unit – V**

**Controlling:** Meaning, Process and Control Techniques, Types of control- Maintenance Control, Quality Control, Managing Productivity, Cost Control

### **Books Recommended:**

1. Rovwer J.C. & Daniel : Management & Practice, John Wiley & Sons
2. Koontz & Eldritch : Management, International Student Edn. Tokyo 1980
3. R.D Agrawal : Organization & Management Mc Graw Hill, New Delhi.
4. Newman & Warran : The Process of Management: Concepts, Behaviour and Practice, P.H.I
5. Diwan & Agrawal : Management, Principle and Practices, Excel Books

## **BMS-205: Soft Skills II**

### **Unit I**

#### **Communication**

Definition, Nature, Importance to Manager, Communication Process and its Elements Means of Communication and Methods, Barriers to Communication

### **Unit II**

#### **Oral Communication**

Speeches for Different Occasions Guide Lines, Listening (Problems and Guide Lines)

### **Unit III**

#### **Interview**

Process, Problem Guidelines, Group Discussions, Conference, Responsibility of Chairman and Participants

### **Unit IV**

#### **Written Communication**

Essentials of Good Business Letters, Types of Business Letters, Types of Business Letters Business Correspondence, lay out Business Letters, Different Types of drafts for Replies to Requests, Orders, Reply to Orders, Letters of Complaints, Circular Letters, Agency Letters, Foreign Trade Letters and job Application, Various Types of Advertisements, Notices, Agenda and Minutes, Press Releases, Telegrams, Report Writing Structure of Report.

### **Unit V**

#### **Non – Verbal Communication**

Types and its uses and Importance in Business Communication.

#### **Books Recommended:**

1. Murphy & Pack : Effective Business Communication MC Graw Hill Book Co. New York 1976
2. Thomas & Howard: A Text Book in Applied Communication Prentice Hall Inc. New Jersey M. V. Rodriquez



**RANCHI**

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Semester – III**

**BMS-301: Business Law**

**Unit I**

Contract Act, Essentials of Valid Contract, Capacity to Contract, Minors Contract, Free – Consent Performance of the Contract

**Unit II**

Unlawful & Void Agreements, Discharge of Contract, Remedies for breach of Contract.

**Unit III**

Bailment, Pledge & Agency, Law of Sale of Good Act. Conditions & Warranties.

**Unit IV**

**GST-** Meaning, Importance, advantage and disadvantage. Impact of GST on Indian economy.

**Unit V**

Rights of Unpaid Seller & Suits for Breach of Sale of Goods Contract.

**Books Recommended:**

1. Avtar Singh. Company Law, 11<sup>th</sup> ed. Lucknow, Eastern, 19996.
2. Khergamwala, J. S. The Negotiable Instrument Acts, Bombay, N.M. Tripathi, 1980.
3. Remaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S.M. Lectures on Company Law, Bombay, N.M. Trhpathi 1990.
5. Tuteja, S.K. Business Law for Managers. New Delhi Sutan Chand, 1998.
6. S.K.Mishra Labour & Industrial Law of India; Allahbad Law Agency 2007
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## **BMS-302: Personnel Management**

### **Unit - I**

Concepts and Functions of personnel, management. Structure and Role of Personnel Management, Line & staff Manpower planning

### **Unit - II**

Staffing Policy and process: management planning, job analysis, job description, job specification, Recruitment, Selection, Induction, Placement and Promotion.

### **Unit - III**

Manpower training and development: Employee training, Performance appraisal.

### **Unit - IV**

Wage and Salary Administration : Job evaluation, Designing salary structure.

### **Unit-V**

Industrial disputes & Participative Management, Grievance and Grievance handling procedures, Disciplinary action, Trade unions.

### **Books Recommended:**

1. Rustoms Davar : Personnel Management and Industrial Relation, Ani Books, New Delhi.
2. Edwin Philip Principles of Personnel Management, Mc Graw Hill, International book Co., New Delhi.
3. M.S. Saiyedhin, Personnel Management, Tata Mc Graw Hill, International Book co., New Delhi.



## **BMS-303: Financial Management**

### **Unit - I**

Meaning of Finance, Finance Function, Approaches to Finance Function, objectives, Financial decisions.

### **Unit - II**

Capitalization, Capital, Sources of Capital, over and under capitalization.

### **Unit - III**

Financial analysis, tools and Techniques, ratio analysis, Fund flow, case flow Analysis.

### **Unit - IV**

Working capital management and capital structure.

### **Unit - V**

Capital Budgeting, Methods of Investment evaluation, payback Period, Accounting rate of return, discounted cash flow method and internal rate return.

### **Books Recommended:**

1. Khan and jam: Financial management, Tata, Mc Graw Hill, New Delhi.
2. S.C.kucchal: Financial Management, Chaitnya, Pub. House.
3. R.K. Sharma and Shashi K. Gupta, Financial Management.

## **BMS-304: Production Management**

### **Unit – I**

Introduction Production function, Nature and Scope of production Management,

### **Unit – II**

Production Process – Intermittent System, continues System, Production Planning and control.

### **Unit – III**

Plant Location and Plant Layout, Productivity Production order and work study.

### **Unit – IV**

Routing, Scheduling, CPM and PERT, Inventory management.

### **Unit – V**

Demand Forecast, Quality Control and Plant Maintenance.

### **Books Recommended:**

1. B.S. Goel : Production Operations Management (Pragati prakashn, Meerut)
2. Basotia and Sharma : Production and Opration Management , Mangal deep Pub.
3. E.S. Buffa Production Planning abd control.

## **BMS-305: Business Organization**

## **Unit – I**

Business Organisation – Nature and Purpose of business, Economic Activity –Meaning and Objectives, Characteristics of Business, Essentials of successful Business.

## **Unit - II**

Forms of Business Organizations – Sole Proprietorship Partnership Types. Formation, Rights & Duties; Co ownership, Joint Hindu Family Firm, Joint Stock Company, Cooperative Organisations – Types & Formation, Factors influencing choice of suitable type.

## **Unit – III**

Promotion of a Company: Formation and Incorporation of a company ,Capital Subscription, Memorandum and Articles of Association, Prospectus, Types of Companies: Classification Exemptions & Privileges of Private Companies.

## **Unit –IV**

Public Enterprise : Role of Government , Regulation of Economic Activities, Rationale of Govt. Role Forms of Public Enterprises Public Corporations Govt. Companies , Joint Sector Companies and public Utilities. Small Business: Definition, Scope, Role, Govt, Policy, Operating problems of small Business, Role and Importance.

## **Unit –V**

Social Responsibilities of Business: Concept, Business Ethics, Business Values, Social Responsibility of Business in India Corporate Governance: Definition, Need, Importance and Principles of Corporate Governance.

## **Books Recommended:**

1. R.k. sharma & Shashi K. Gupta , Business Organisation , Klalyani Publication , New Delhi.
2. Chhabra Ankur , A text book of Business Organisation. Sun India Publication, New Delhi.
3. Jan D.P. Business Organisation & Management , Vrinda Publication, Delhi.
4. Sherlekar, Modern Business Organisation & Management , Himalaya Pub. House , New Delhi.
5. P.G.Aguims, Organisation Structure & Design, Excel Books, New, Delhi.



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Semester – IV**

**BMS-401: Management Concept & Practices**

**Unit – I**

**Introduction to Management:** Concept, Scope, objective, Significance, Role, Nature, Purpose, Management as Profession, Management & Administration, Functions of Management.

**Unit – II**

**Evolution of Management Thought:** Early approaches to management, Classical Approach, Behavioral Approach, Quantitative approach Scope of management, Need and importance of principles of management.

**Unit – III**

**Planning :** Nature, Types, Importance, Steps in Planning Process, Long range and Short-range Planning, Objectives, MBO, Characteristics of MBO.

**Unit – IV**

**Organising :** Span of Management, Different Types of authority(line and staff and Functional), Centralization, Decentralization of Authority, Principles of Delegation,

**Unit – V**

**Staffing & Controlling :** Nature & Significance, A brief knowledge of Recruitment, Selection, Training & Development, Performance Appraisal, Principles of effective control.

**Books Recommended:**

1. Dr. S.C. Saksena :Management Principles and Application. Sathiya Bhawan Publication, Agra.
2. Sanjay Gupta: Management Concept & Practices, SBPD Publications Agra.
3. Singh & T. N. Chabra: Management Concepts & Practices

## **BMS-402: Business Policy**

### **Unit-I**

Introduction to Business Policy, nature, importance & purpose of business policy and types of Policy.

### **Unit-II**

Business definition & objectives, Mission, Vision, organization Values, Strategic Business unit.

### **Unit-III**

Nature of strategic decision making approaches and process of strategic management. Tactics, Policy and Strategy.

### **Unit-IV**

Micro environmental factor, macro environmental factor , SWOT Analysis,

### **Unit-V**

Corporate Social responsibilities & Strategic Management, Corporate Culture Corporate Policies and Corporate Ethics.

### **Books Recommended:**

1. Azhar Kazmi: Business Policy
2. P.K. Ghosh: Business Policy
3. Satish Seth: Corporate Strategy
4. L.M.Prasad: Business Policy & Strategic Management.

## **BMS-403: Quantitative Techniques**

### **Unit – I**

Nature and Importance of quantitative Techniques in statistical data interpretation.

### **Unit – II**

Standard Deviation, Variation, Covariance.

### **Unit – III**

Correlation Analysis, Karl Pearson's, Coefficient of Correlation, Spearman's, Rank Correlation.

### **Unit – IV**

Time Series • Concept, Advantages, Disadvantages, Methods, Simple Average Method, Moving Average Method, Seasonal Variation Method.

### **Unit – V**

Index Numbers – Simple Average Method, Aggregative Method, Marshall, Fisher Index Number.

### **Books Recommended:**

- |    |                  |   |                                                              |
|----|------------------|---|--------------------------------------------------------------|
| 1. | D.N.Elhance      | : | Practical Problems in statistics fundamentals of statistics. |
| 2. | B.N.Gupta        | : | Statistics                                                   |
| 3. | S.P.Gupta        | : | Statistics Methods                                           |
| 4. | Richard Levin    | : | Statistics for Management .                                  |
| 5. | Dr.Aditham B.Rao | : | Quantitative Techniques                                      |



## **BMS-404: Research Methodology**

### **Unit – I**

Introduction: concept, meaning , definition and importance of research in business.

### **Unit – II**

Types of Research, Applied research, Fundamental research and other types of research.

### **Unit – III**

Identification & research problem, Deciding Hypothesis , objective and methodology, sampling concept importance & techniques.

### **Unit – IV**

Data collection –Data and reference – concept , sources of data , primary data collection – Questionnaire schedule, case analysis , Interview, census & sampling enquiry.

### **Unit – V**

Tabulation, Interpretation & Report writing , Diagrammatic representation of statistical Data, Charts, Graphs and Diagrams.

### **Books Recommended:**

1. C.R.Kothari : Research Methodology
2. Sadhu & singh : Research Methodology in Social science
3. Dwivedi R.S. : Research Methodology in Behavioral science
4. Michael V.P. : Research Methodology in Management

## **BMS-405: Entrepreneurship**

### **Unit - I**

Entrepreneur and Entrepreneurship : Concepts, Characteristics and functions of an Entrepreneur , Types of Entrepreneur, Major Entrepreneurial Competencies , Developing Competencies and Role of enterprises in Economic Development.

### **Unit - II**

Project Identification and Formulation: Criteria for Selecting a particular Project, Scanning Of Business Environment and identifying Projects, Steps in Project Formulation and Project Evaluation (Organizational, Commercial and Legal Aspects).

### **Unit - III**

Preparation of Business Plan / Project Report: Significance, Contents, Formulation, Planning Commission Guidelines for Formulating the Project report and Common Errors in Project Formulation.

### **Unit - IV**

Institutional Finance to Entrepreneurs : commercial Banks, Financing Institutions (IDBI, IFCI, IRBILIC, UTI, SFC, SIDC, SIDBI and EXIM Bank).

### **Unit - V**

Institutional Support to Entrepreneurs : Needs, Support Institutions. Small, Small Scale Industries, State Small Industries Development Corporation(SSIDC), Small Industries Service Institutes(SISI), Industrial Estates, Specialized Institutes and Technical Consultancy Organizations(TCOs).

### **Books Recommended:**

1. S.S. Khanka, Entrepreneurial Development, New Delhi. S.Chand and Sons. 2<sup>nd</sup> Ed. 2000
2. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Bombay, Himalaya Publishing House, 4th Ed. 2000
3. Entrepreneurship Development • Centre for Research and Industrial Staff Performance, New Delhi., Tata McGraw Hill, 1998
4. Thomas W. Zimmerer and Norman M. Scarborough, Entrepreneurship and New Venture Formation, New Delhi. Prentice Hall of India, 1996
5. Hisrich, Entrepreneurship (Special Indian Edition), 6th Edition, McGraw Hill Education.



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**BMS-501: Management Information System**

**Unit – I**

**MIS:-** Definition, objectives, benefits, function, role of an MIS, utility. Concept information and system, Information System, Information need, Planning organization and control.

**Unit – II**

**Computer:-** Organization of computer, Its functional units, introduction to computer software, Use of computer in MIS, Application of computer, emerging trends of computer and MIS.

**Unit – III**

**Process of MIS Development:-** Analysis, design, selection of design, development, implementation and maintenance. SDLC, Prototyping. Conversion of manual MIS into computerized MIS

**Unit – IV**

Implementation of MIS, its stages and evaluation and monitoring of the system, Maintenance of the system

**Unit – V**

**Decision Making:-** Types and phases, process of decision making, DSS, IS Support to decision making process

**Books Recommended:**

1. G.Murdic & Joel E.Ross: Information system for Management
2. R C. Sinha: Computer fundamentals.

# **BMS-502: Retail Concepts & Strategies**

## **Unit I**

Introduction to retail management. The concept of retailing. Nature and scope, Function of Retailers.

## **Unit II**

The evolution of retail in India, types of Retail Stores, Retail Models and theories of retail development.

## **Unit III**

Retail Marketing mix, Retail communication mix. Role of advertising, Sales promotion. Public relations and Personal selling in retailing.

## **Unit IV**

Supply chain management in retailing, management of service and quality in retailing.

## **Unit V**

Retail store operations, Mall management, setting objectives for retailers' performance, Management of retail brand.

### **Books Recommended:**

1. Retailing management by Swapna Pradhan, Tata McGraw Hills.
2. Retailing management by Suja R.Nair, Himalaya Publication.
3. Retailing management by Gibson G.Vedamani, Jaico Books.
4. Retail management by Michael Levy, Tata McGraw Hills.
5. Retail management by Chetan Bajaj, Rajnish Tuli & Nidhi Shrivastav

## **BMS-503: Comprehensive. Viva.**

### **Course Content:**

Each Student Has to Undertake The Field Work as Assigned By The Institute and Has to Prepare and Submit a Report For Assessment and Viva•Voce. a Comprehensive Viva•Voce Examination Along With Field Work Report Viva•Voce Shall Be Conducted Through a Board Comprised of Internal and External Examiners as Per Guide Lines.

## **(Specialization in Marketing Management)**

### **BMM -I : Consumer Behaviour & Service Marketing**

#### **Unit I**

Introduction to Consumer Behavior: Consumer Behavior & Marketing Strategies. (Segmentation promotion and Positioning Strategies).

#### **Unit II**

Consumer Perception: Purchase search, information processing and Consumer Involvement theory; Evaluative criteria & Decision Rules; Consumer attitude & attitude Change.

#### **Unit III**

Advertising campaign-Advertising V/s Consumer behavior; Sales promotion- Role of Creative strategies; Advertising- Retail, National, Cooperative, Political International, Public Service Advertising.

#### **Unit IV**

Market Situation Analysis: Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position;

#### **Unit V**

Competitive Market Strategy for Emerging Industries, Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations

#### **Books Recommended:**

1. Assael, H. Consumer Behaviour and marketing Action. Ohio, South Western, 1995.
2. Engle, J. F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989
4. Cravens, D W. Strategic Marketing.
5. Kaynak, E and Savitt, R. Comparative Marketing Systems.
6. Kotler, Philip. Marketing Manegement.
7. Porter, M E. Competitive Advantage.
8. Poter, M E. Competitive Strategy

## **(Specialization in Marketing Management)**

### **BMM - II : Advertising Management**

#### **UNIT-I**

Advertising's Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication- Wilbur Schramm's Model.

#### **UNIT-II**

Dagmar Approach- Determination of Target Audience; Building of Advertising Programme- Message, Headlines, Copy, Logo, Appeal, Layout.

#### **UNIT-III**

Campaign Planning; Media Planning; Budgeting Evaluation-Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation- Selection Compensation and Appraisal of an Agency; Electronic Media Buying

#### **UNIT-IV**

Advertising campaign-Advertising V/s Consumer behaviour; Sales promotion- Role of Creative strategies; Advertising- Retail, National, Cooperative, Political International, Public Service Advertising.

#### **UNIT-V**

Two Step Flow of Communication Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand- Objective Setting and Market Positioning.

#### **Books Recommended:**

1. Aaker, David A. etc. Advertising Management, 4<sup>th</sup> ed. New Delhi, Prentice Hall on India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3<sup>rd</sup> ed. Chicago, Lrwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981. Hard Norman. The Practice of Advertising, Ozford, Butterworth Heinemann, 1995.



## **(Specialization in Financial Management)**

### **BMF- I Working Capital Management**

#### **Unit-1**

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements;

#### **Unit-2**

Management of Cash -Motives for Holding Cash and marketable securities; Cash System, Managing the Cash Flows. Cash Concentration Strategies, Disbursement tools,

#### **Unit-3**

Investment in Marketable Securities; Forecasting Cash Flows; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity,

#### **Unit-4**

Receivable Management- Determining the appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Inventory Management-kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory

#### **Unit-5**

Management and Valuation of Inventory control and Capital Investment Processes.

#### **Books Recommended:**

1. Bhalla, I V K, : Working Capital Management, Text and Cases, 4th ed. Delhi, Anmol, 2001.
2. Hampton J. J. and C. L : Wagner Working Capital Management, John Wiley & Sons, 1989.
3. Mannes, T.S. and J.T. Zietlow : Short-Term Financial Management, West Pub. Co., 1993.
4. Scherr, F.C. Modern Working Capital Management, Prentice Hall, 1989.

## **(Specialization in Financial Management)**

### **BMF- II Investment Analysis & Portfolio Management**

#### **Unit- I**

Overview of Investment Concept of Investment; Various Investment Alternatives; Application of Investment Alternatives; a Case Study on Investment Alternatives.

#### **Unit-II**

Overview of Risk Management Concept of Risk Management; Analysis of Risk Management; a Case Study on Risk Management.

#### **Unit-III**

Trading of Securities Introduction to Markets and their Functions; Development of Securities Market in India; SEBI and its Role in Primary and Secondary Market; SEBI and its Functions.

#### **Unit-IV**

Portfolio Management Introduction to Portfolio Management; Relation between Risk and Return; Optimal Portfolio; Capital Asset Pricing Model; its Valuation and Validity; Case Study.

#### **Unit-V**

Portfolio analysis: concept, advantage of optimum portfolio management.

#### **Books Recommended:**

1. Security Analysis and Portfolio Management by Donald E. Fischer Ronald J. Jordan, Publisher: Prentice-Hall of India
2. Security Analysis And Portfolio Management by V. Gangadhar, Publisher: Anmol Publications
3. Security Analysis And Portfolio Management 6th Edition, by Fischer Donald E and Jordan Ronald J, Publisher: Prentice hall of India
4. Security Analysis And Portfolio Management by S Kevin Publisher: Prentice hall of India.
5. Fischer, D.E. & Jordan, R.J. : Security Analysis & Portfolio Management; Pearson Education.

## **(Specialization in Human Resource Management)**

### **BMHR - I Human Resource Management**

#### **Unit-I**

Introduction : Nature and Concept of HRM: Scope Human Resource Management, Personnel Management, Human Resource Development, Importance of HRM and present day challenges, Understanding the present day scenario, strategic HRM Human Resource Planning: The process of Human Resource Planning, Limitations.

#### **Unit-II**

Recruitment & selection : Job Analysis, Job description, job specification, recruitment, source of recruitment selection, placement and induction and socialization

#### **Unit-III**

Training & development. Types and method, job change – career planning, promotion, demotion, transfer, retirement

#### **Unit-IV**

Compensation Function: Job evaluation – Merit rating – Methods of wage, payment, incentive compensation

– Types, advantages, perquisites. Wage system in India – Minimum wage, fair wage, living wage.

#### **Unit-V**

Maintenance and Integration Functions: Employee grievances and their redressal, suggestion schemes, administration of discipline.

#### **Books Recommended:**

1. C. B. Mamoria, Personnel Management.
2. Edwin Flippo, Personnel Management.
3. Aswathappa. K, Human Resource Management.
4. Subba Rao, Human Resources Management.
5. Michael Porter, HRM and Human Relations.
6. Biswanath Ghosh, Human Resource Development and Management
7. A.M. Shaikh, Human Resource Development and Management, S.Chand and Company, New Delhi.
8. Monappa, Managing Human Resource, Macmillan

## **(Specialization in Human Resource Management)**

### **BMHR - II Training and Development**

#### **UNIT-I**

Training process- an overview; role, responsibilities and challenges to training manager; organization and management of training function; training needs assessment and action research.

#### **UNIT-II**

Training climate and pedagogy; developing training modules; training methods and techniques; facilities planning and training aids; training communication; training evaluation; training and development in India.

#### **Unit III**

Training and Development Methodologies: Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.

#### **Unit IV**

Designing Training and Development Programs: Organization of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods.

#### **Unit V**

Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program.

#### **Books Recommended:**

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M. W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGrawHill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.



**RKDF University, Ranchi**  
**Bachelor of Management Studies (BMS)**  
**Courses of Study**

**Courses of Study  
For  
Bachelor of Management Studies (BMS)  
Semester – VI**

**BMS-601: Environmental Management**

**Unit – I**

The Multi disciplinary nature of environmental studies Definition. Scope and importance Need for public awareness Natural Resources.

**Unit-II**

Renewable and non-renewable resources: Natural resources and associated Problems. Forest resources Use and over• exploitation, deforestation, case studies.

**Unit – III**

Concept of an ecosystem. Structure and function of an ecosystem. Producers, consumers and decomposers. Energy flow in the ecosystem. Ecological succession. Food chains, food webs and ecological pyramids.

**Unit – IV**

Introduction Definition: genetic, species and ecosystem diversity. Biogeographically classification of India. Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values.

**Unit – V**

Environmental Pollution Definition, Causes, effects and control measures of: • Air pollution, Water pollution, Soil pollution, Marine pollution, Noise pollution, Thermal pollution, Nuclear hazards.

**Books Recommended:**

1. Agrawal. K.C. 2001 Environmental Biology Nidi Pub. Ltd Bikaner.
2. Bhurucha Irach. The Biodiversity of India Mapin Publishing Pvt Ltd. Ahmedabad • 380 011, India
3. Burnner R.C. 1989 Hazardous Waste incineration .McGraw Hills Inc. 480 p.
4. Cark R S, Marine pollution, Clanderson press oxford (TB)
5. Cunningham WP. Cooper. TH Gorhani, E. & Herworth, M. T. 2001. Environment Encycloredia., Jalco Publi. House Mumbai., 1196 P.

## **BMS-602: E-Commerce**

### **Unit – I**

Framework for understanding e- business: Introduction to e-commerce, Environmental forces affecting planning and practice, Ethical, legal and social concerns.

### **Unit II:**

Developing e-Business Frame work: Developing e-Business Models, Introduction to Internet, www. Concepts, Building of e- commerce websites, software hardware and tools.

### **Unit III:**

Planning, Implementing and Controlling of e-Business: Creating the Marketing Mix, Organizational and Managerial issues, Financial Planning and Working with Investors, Implementation and Control of the e-Business Plan.

### **Unit IV:**

Understanding of Key terms of E- Commerce: Electronic Commerce & Banking, Electronic Payment Systems, Electronic Payment Technology, On-line credit card, E- Commerce Security

### **Unit-V**

Network Infrastructure for E-Commerce – I: Local Area Network (LAN), Ethernet: IEEE 802.3: Local Area Network (LAN) Protocols, Wide Area Network (WAN), The Internet, TCP/IP Reference Model, Domain Names, Hyper Text Markup Language (HTML), Simple Exercises in HTML

### **Books Recommended:**

1. Agarwala , K.N. and D. Agarwala Business on the Net : What's and How's of E-Commerce , McMillan
2. Frontiers of E-Commerce Ravi Kalkota , TMH
3. O'Brien J. Management Information System, TMH
4. Oberoi , Sundeep E-Security and You , TMH
5. Young , Margret Levine The complete reference to Internet, TMH

## **BMS-603: Field Work and Viva-Voce**

Each Student Has to Undertake The Field Work as Assigned By The Institute and Has to Prepare and Submit a Report For Assessment and Viva•Voce. a Comprehensive Viva•Voce Examination Along With Field Work Report Viva•Voce Shall Be Conducted Through a Board Comprised of Internal and External Examiners as Per Guide Lines



## **(Specialization in Marketing Management)**

### **BMM-3: International Marketing**

#### **UNIT-I**

International Marketing –definition ,concept and setting; Distinction between international Trade ,Marketing and Business ;Economic environment of international Marketing ;International Institutions –World Bank, IMF, WTO, UNCTAD, Common Markets, Free Trade Zones, Economic Communities.

#### **UNIT-II**

Constraints on International Marketing –Fiscal and non Fiscal Barriers , Non Tariff Barriers; Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade ,Import and Export Policy ,

#### **UNIT-III**

Public Sector Trading Agencies, ECGC, Commodity Boards etc. Procedure and Documents – Registration of exporters, Export Quotations, Production and clearance of goods for export ,

#### **UNIT-IV**

International Marketing mix-Identification of markets ,Product policy , International product life cycle, promotion strategy, pricing strategy and distribution strategy; various forms of international business ; marketing of joint ventures and turnkey projects

#### **UNIT-V**

Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion councils. Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments-Open Account, Bills of Exchange; Letter of credit-Export finance.

#### **Books Recommended:**

1. Bhattacharya. Export Marketing : Strategies for success.
2. Johri, Lalit M. International Marketing: Strategies for success.
3. Keegan, Warren: Global Marketing Management.
4. Onkvisit, Sak, and Shaw, J.J.: International marketing analysis and strategy.
5. Pripalomi, V.H. : International Marketing.
6. Terpstra, Vernon and Sarathi, R. :International Marketing 7. Walter, I and Murray, T . Handbook of international business.

## **(Specialization in Marketing Management)**

### **BMM-4: Sales and Distribution Management**

#### **UNIT-I**

Introduction: definition, objectives, Functions and Classification of Sales Management. The Sales Organization: Purpose, Principles and Policies of Sales Organization, Setting up of the Sales Organization, Typical Sales Organization Structure.

#### **UNIT-II**

Management of Sales Force: Recruiting and Selecting Sales Personnel, Developing and Conducting Sales Training Programmes, Designing and Administering Compensation Plans, Supervision of Salesman, Motivating Sales Personnel, Sales meetings and contests.

#### **UNIT-III**

Sales Forecasting, Methods, Designing Territories and allocating Sales efforts, objectives and quotas for Sales Personnel, Developing and managing Sales evaluation programme.

#### **UNIT-IV**

Distribution: Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries- Wholesaling and Retailing; Logistics of Distribution; Channel Planning.

#### **UNIT-V**

Organizational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

#### **Books Recommended:**

1. Anderson, R. Professional Sales Management Englewood Cliffs, Jersey, Prentice Hall Inc. 1992.
2. Anderson, R. Professional Personal Selling Englewood Cliffs, Jersey, Prentice Hall Inc. 1991.
3. Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D. Lrwin. 1983.
4. Dalrymple, D J. Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, E M etc. Management Concepts. Practices and Cases, New York, McGraw Hill, 1986.
6. Station, William J etc. Management of a Sales Force, Chicago, Lrwin. 1995.
7. Still, R R Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1988

## **(Specialization in Financial Management)**

### **BMF-3: International Financial Management**

#### **UNIT-I**

Multinational Financial Management –An overview, Evolution of the international Monetary and International Finance System,

#### **UNIT-II**

Multinational Capital budgeting Application and interpretation, Cost of Capital Structure of the multinational Firm, Dividend Policy of the Multinational Firm

#### **UNIT-III**

Types of Foreign Exchange Market, Organization of the Foreign Exchange Market

#### **UNIT-IV**

Corporate Exposure Management, Parameters and Constraints On Exposure Management

#### **UNIT-V**

Managing short-term assets and liabilities, long-run Investment Decision, The foreign Investment Decision.

#### **Books Recommended:**

1. Abdullah, F.A. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1987.
2. Bhalla, V. K. International Financial Management. 2<sup>nd</sup> ed. New Delhi, Anmol, 2001.
3. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc. 1996.
4. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases, 2<sup>nd</sup> ed. Miami Florida, Kolb, 1993,
5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India, 19985.

## **(Specialization in Financial Management)**

### **BMF-4: Indian Financial System**

#### **Unit I**

Introduction to Financial System: meaning, functions, role of financial system in economic development and growth.

#### **Unit II**

Financial Markets, Meaning, Role, Functions, classification of financial markets Money Market: Commercial Bill market; Treasury Bill market, Capital Market: Primary Market, Secondary Market.

#### **Unit III**

Financial Institutions and Instruments, Financial Institutions Meaning, Functions and Role of Financial Institutions; Banking and Non-banking Financial Institutions.

#### **Unit IV**

Financial Instruments Meaning, importance and classification of Financial instruments; Short-term, Medium-term and Long Term Instruments; Primary and Secondary Securities; Innovative Instruments.

#### **Unit V**

Financial Services, Meaning, importance and types of Financial Services; Fund Based services and Fee Based services.

#### **Books Recommended :**

1. Prof. (Mrs) Aparna Samudra:- Financial Management (Nirali Publication)
2. M. Ranganathan, R. Madhumathi:- Investment Analysis & Portfolio Management, Person Education 3) Bharti V. Pathak:- Indian Financial System, Person Education
3. S.K. Banerjee:- Financial Management (S. Chand & Co.)
4. Khan M. Y. & Jain P.K. :- Financial Management 6) Prasanna Chandra:- Fundamentals of Financial Management

## **(Specialization in Human Resource Management)**

### **BMHR-3: Industrial Relation**

#### **UNIT-I**

Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the state; Legal Framework of Industrial Relations

#### **UNIT-II**

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management ; Discipline and grievance Management; Negotiation and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

#### **UNIT-III**

Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives; Productivity, Quality , Service, Speed , Learning; Planning for improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment;

#### **UNIT-IV**

Understanding tools Used in Designing, Improving and Implementing Compensation Packages; Compensation Designs for Specific type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc; Understanding different components of Compensation Packages like Fringe Benefits, Incentives and Retirement

#### **UNIT-V**

Compensation Practices of MNC's and Strategic Compensation Systems; Statutory Provisions governing different Components of Reward System; Working of different Institutions related to Reward System like Wage boards, Pay Commissions.

#### **Books Recommended:**

1. Armstrong, Michel and Murlis Helen Reward management: A Handbook of Salary Administration. London, Kegan Paul 1998
2. Bergess, Lenard R. wage and Salary Administration. London, Charles E- Merrill 1984
3. Kochan T A & Katz Henry. Collective Bargaining and Industrial Relations Homewood, Illinois Richard D Irish 1988

## **(Specialization in Human Resource Management)**

### **BMHR-4: Compensation Management**

#### **UNIT-I**

Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

#### **UNIT-II**

Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

#### **UNIT-III**

Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

#### **UNIT-IV**

Statutory Provisions governing Different Components of Reward systems. Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions etc.

#### **UNIT-V**

Compensation Practices of MNC's and Strategic Compensation Systems; Statutory Provisions governing different Components of Reward System; Working of different Institutions related to Reward System like Wage boards, Pay Commissions.

#### **Books Recommended :**

1. Armstrong, Michel and Murlis Helen Reward management: A Handbook of Salary Administration. London, Kegan Paul 1998
2. Bergess, Lenard R. wage and Salary Administration. London, Charles E- Merrill 1984
3. Kochan T A & Katz Henry. Collective Bargaining and Industrial Relations Homewood, Illinois Richard D Irish 1988
4. Niland J R etc The Future of Industrial Relations New Delhi Sage 1994.4
5. Papola T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva ILO 1992