

## **Introduction**

A bachelor's in Business Management program is designed to prepare students for careers in management, finance, accounting, human resource or other fields related to business. A bachelor's degree helps the learner to establish a fundamental understanding of business and how various aspects of it apply to the real world. BMS program exposes students to a range of core subjects and allows students to specialize in a specific business-related academic discipline or disciplines. The BMS degree also develops a student's managerial, communication skills, and business decision-making capabilities. The program also incorporates on-the-job training and practical experience in the form of case projects, presentations, internships, industrial visits, and interaction with established industry experts.

## **Aims and Objectives**

The broad aims and objectives of the BMS program are to build following skills and competencies in the students:

1. Domain knowledge: The program intends to help the students to apply sound domain knowledge and competence in Management studies with respective techniques and theories constructively.
2. Communication skills: The programme develops and puts into practice effective academic and creative writing, oral communication, reading and presentation skills and use appropriate body language.
3. Critical thinking, analytical and Cognitive ability: The program enables the students to analyse, interpret, evaluate and present texts.
4. Research skills: The program helps to identify, select, organize and use research techniques to carryout research and value intellectual property rights.
5. Use of modern tools: The program helps to choose and use basic computer applications and social media.
6. Environment and society: The program focuses to serve and assist in socially/ environmentally useful and productive work.
7. Respect for others: The program enables students to show sensitivity for the underprivileged, the differently abled and the discriminated and understand gender diversity, differences and display conflict management skills.
8. Ethics: The program discusses and assesses basic human values and business ethics.
9. Individuality, team work and project management: The program enables student to develop professionalism, organizational skills and employability skills, make decisions, put into practice self-, time- and change management and solve problems.

## **Learning Outcomes**

The Programme Specific Learning Outcomes of BMS are:

The students will be able to interpret and evaluate concepts and theories in General Management subjects.

The students will be able to specialize in their fields of interest, viz., Finance, Marketing and Human Resources, to develop specialist managerial capabilities.

The program will enable students to use basic computer applications and social media.

The students will develop effective academic and creative writing, oral communication, and reading and presentation skills and use appropriate body language in business settings.

The students will get equipped with the skills in identifying ethical principles and practices to be adopted in Managerial level jobs.

The students will be able to design research proposals and submit project report based on the interests in their studies.

The students will learn to translate classroom learning into real world experiences and problem solutions.

The students will be able to apply reasoning for assessing societal issues that can be addressed in education and takes responsibility for initiating change in Managerial level jobs.

The students will be able to design research proposals and submit project report based on the interests in their studies.

The students will learn to translate classroom learning into real world experiences and problem solutions.

The students will be able to apply reasoning for assessing societal issues that can be addressed in education and takes responsibility for initiating change.

## **Prahladrai Dalmia Lions College of Commerce & Economics**

### **Programme Outcomes (POs) – BMS (Bachelor of Management Studies)**

**PO1: Core Management Proficiency**

Demonstrate foundational and advanced knowledge of core management theories, principles, and practices required for effective professional performance in dynamic organizational settings.

**PO2: Global and Ethical Business Acumen**

Analyse and integrate global business perspectives, intercultural dynamics, and ethical frameworks in managerial decision-making and corporate strategies.

**PO3: Applied Managerial Competence**

Translate theoretical knowledge into real-world applications through analytical reasoning, problem-solving, and decision-making across functional business domains, laying a groundwork for further academic research or industry advancement.

**PO4: Strategic Evaluation and Problem Solving**

critically evaluate complex business scenarios, assess alternative managerial approaches, and implement strategic interventions that enhance personal leadership and career progression.

**PO5: Innovation and Multidisciplinary Integration**

Design and execute innovative business models and projects leveraging interdisciplinary knowledge in finance, marketing, human resources, operations, and international business to meet evolving market challenges.

### **Program Specific Outcomes (PSOs)**

#### **PSO1: Financial Management Proficiency**

Students specializing in Finance will be able to:

- Analyse and interpret financial data for decision-making.
- Apply financial theories in areas such as investment analysis, risk management, and budgeting.
- Understand the structure and functioning of financial institutions and markets, both domestic and international.
- Demonstrate proficiency in cost control, strategic financial planning, and tax management.

#### **PSO2: Marketing Strategy and Consumer Insights**

Students specializing in Marketing will be able to:

- Develop and apply marketing strategies based on market research and consumer behaviour analysis.
- Leverage digital marketing tools and platforms to build brand equity and market presence.
- Understand segmentation, targeting, and positioning (STP) to reach diverse customer bases.
- Create innovative marketing campaigns integrating traditional and modern channels.

### **PSO3: Human Resource Leadership and Development**

Students specializing in Human Resource Management will be able to:

- Manage recruitment, training, performance appraisal, and talent retention systems effectively.
- Foster ethical and inclusive work environments aligned with labour laws and organizational culture.
- Apply leadership theories to motivate teams and manage conflict through negotiation and communication.
- Align HR strategies with organizational goals to drive performance and change management.

### **PSO4: Integrated Business Knowledge and Application**

Across all specializations, students will be able to:

- Integrate functional knowledge from finance, marketing, HR, and operations to develop comprehensive business strategies.
- Apply theoretical concepts to real-world problems through internships, case studies, and project work.
- Exhibit leadership, adaptability, and teamwork in dynamic and multicultural work settings.

**COURSE OUTCOMES SEMESTER WISE**  
**SEMESTER ONE**  
**Mandatory 1**

**Programme Name: BMS (Bachelor of Management Studies) (AICTE)**

**Course Name: Principles of Management –I**

Course Outcomes:

- CO1) Student will be able to understand and discuss emerging concepts of green management.
- CO2) Student will be able to outline basic concepts of Management.
- CO3) Student will be able to summarize and give examples of planning process and steps in planning process; Decision Making steps and process; Organizing steps and process; Controlling process in Management
- CO4) Student will be able to classify Leadership styles and related give examples.

**Course Name: Foundation of Human Skills**

Course Outcomes:

- CO1) Student will be able to outline perspectives of Human nature: Individual behaviour; personality; attitude.
- CO2) Student will be able to explain, summarize, and give examples of 'Thinking & Learning'.
- CO3) Student will be able to explain meaning and importance of IQ/EQ and SQ at work place
- CO4) Student will be able to break-down group behaviour contexts
- CO5) Student will be able to compare and contrast/ argue / justify
- CO6) Student will be able to explain and give examples of organizational processes and role of group.

**OPEN ELECTIVE**

**Couse Name: Social Media and Communication**

Course Outcomes:

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

- CO1. Recognize the difference between traditional and modern social media.
- CO2. Establish a co-relation between social media and academics.
- CO3. Develop better understanding of various uses of social media platforms.

**Couse Name: Dynamics of Interpersonal Relationships**

Course Outcomes:

- CO1.Demonstrate a comprehensive understanding of the theoretical foundations of interpersonal relationships and their practical implications.
- CO2.Navigate different stages of relationship development with awareness of the challenges and opportunities presented in each stage.
- CO.3Understand the impact of family dynamics on individual behaviour and interpersonal relationships, and develop strategies for managing familial relationships effectively.
- CO4.Navigate the complexities of romantic and friendship dynamics, demonstrating empathy, intimacy, and effective communication skills.

CO5. Develop strategies for resolving common relationship challenges and conflicts, fostering resilience and growth in interpersonal relationships.

CO6. Navigate interpersonal dynamics in professional settings, demonstrating leadership skills, teamwork, and conflict resolution strategies.

CO7. Reflect on their own interpersonal skills and relationships, identifying areas for growth and developing strategies for self-improvement.

## **VSC/SEC**

### **Course Name: Information Technology in Management Education**

Course Outcomes:

CO1) Student will be able to outline IT concepts applicable to Management

CO2) Student will be able to explain give examples of success and failure of IT application in companies.

CO3) Student will be able to use MS Word

CO4) Student will be able to use spreadsheets and presentation software

CO5) Student will be able to create digitally signed documents

CO6) Student should be able to relate and explain the concepts of E-Commerce and M-Commerce

CO7) Student should be able to relate and explain Models of Electronic Funds Transfer, Electronic Data Interchange.

CO8) Student will be able to understand Threats to Computer systems and control measures.

## **VSC/ SEC**

### **Course Name: Digital Literacy**

Course Outcome

CO1) Student should be able to define Digital media, SEO and SEM

CO2) Student should be able to explain, summarize, and give examples of Digital Literacy

CO3) Student should be able to illustrate working and use of Digital mediums

CO4) Student should be able to classify methods of social media marketing

CO5) Student should be able to create Social Media Marketing content

## **AEC**

### **Course Name: Business Communication Skills-I**

Course Outcomes:

At the end of the course, learners will be able to:

CO1. Understand the basics and significance of business communication theory.

CO2. Adapt to and use digital communication methods for personal and business Purposes.

CO3. Grasp and effectively use the nuances of verbal and non-verbal Communication.

CO4. Improve their skills in business correspondence.

## **VEC**

### **Indian Constitution**

Course Outcomes:

CO1: Learners will be empowered to understand the basic structure, nature of Indian Constitution.

CO2: Learners will understand their and other citizen's fundamental rights and duties towards the nation.

CO3: Learners will be equipped with the role of Indian Judiciary in protecting Fundamental Rights of citizens and will be able to describe areas of criminal justice, law and society through a critical analysis of the subject.

## **IKS**

### **Indian Knowledge System**

Course Outcomes:

CO1. Learner will understand and appreciate the rich Indian Knowledge Tradition

CO2. Lerner will understand the contribution of Indians in various fields

CO3. Lerner will experience increase subject-awareness and self-esteem

CO4. Lerner will develop a comprehensive understanding of how all knowledge is ultimately intertwined

### **Co-Curricular Activities**

Course Outcomes:

CO1.Understand the significance of cultural activities.

CO2.Sensitize students towards Indian culture and its preservation.

CO3.Apply the knowledge and skills of the cultural activities in their practical life.

CO4.Participate in the various cultural activities.

## **SEMESTER TWO**

### **Mandatory 1**

**Programme Name: B. Com (Bachelor of Management Studies) (AICTE)**

Course Outcomes:

CO1) Understanding the nature and role of the principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows

CO2) Understanding of the accounting process and fundamental accounting principles that Underpin the development of financial statements.

CO3) Analyse and interpret financial statements

CO4) Assessment of the financial performance and position of a company by combining Financial analysis with other related business information

CO5) Application of course concepts for analysing and reaching common business management decisions from a financial perspective.

### **Mandatory 1**

**Course Name: Introduction to Business Mathematics**

Course Outcome

CO1) Apply different quantitative models in solving business problems.

CO) Describe mathematical relations and functions used in business settings.

CO3) Use mathematical tools to make business decisions.

### **MINOR**

**Course Name: E-Commerce (FROM BBI)**

Course Outcome

CO1) Students will demonstrate a comprehensive understanding of e-commerce principles, Platforms, and practices, including online retailing, digital marketing, payment systems, And logistics, enabling them to navigate the digital marketplace effectively.

CO2) Students will cultivate an entrepreneurial mind-set, exploring opportunities for e-Commerce entrepreneurship.

CO3) Students will develop practical skills in e-commerce operations in e-commerce Management, digital marketing, and online entrepreneurship.

### **OPEN ELECTIVES**

**Course Name: Basic Concepts in Research**

Course outcome:

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

CO1) Understand and comprehend the basics in research methodology.

CO2) Apply research methodology concepts to research and project work.

CO3) Select an appropriate research design based on the research problem.

## **OPEN ELECTIVES**

### **Course Name: II) Positive Youth Development (Theory)**

Course outcome

CO1) Demonstrate knowledge by articulating an understanding of PYD principles and theoretical frameworks.

CO2). Recognize protective factors and assets that promote positive outcomes in their own and other youth development.

CO3). Design and implement strategies to promote physical, mental, and emotional well-being in their own self as well as other youth.

CO4) Develop strategies to foster social and emotional competence (including empathy, communication, and conflict resolution skills) in themselves and other youth.

CO5). Foster youth leadership skills and promote opportunities for civic engagement and community involvement.

## **VSC/ SEC**

### **Course Name: Advance Excel for Manager (Theory)**

Course outcome:

CO1) Understanding use of advanced Excel functions and productivity tools to assist in developing worksheets

CO2) Understanding use of data lists using Outline, Auto filter and PivotTables

CO3) Understanding use of consolidation to summarise and report results from multiple worksheets

CO4) Understanding use of Hyperlinks to move around worksheets.

## **VSC/ SEC**

### **Course Name: Advance Excel for Manager (Data Analysis)**

Course Outcomes

CO1) Use advanced Excel functions and productivity tools to assist in developing worksheets

CO2) Manipulate data lists using Outline, Auto filter and PivotTables

CO3) Use Consolidation to summarise and report results from multiple worksheets

CO4) Record repetitive tasks by creating Macros

CO5) Use Hyperlinks to move around worksheets.

## **AEC**

### **Course Name: Arabic communication skills- II**

Course Outcomes

CO1) Learner learns the correct pronunciation of Arabic text.

CO2) Learner adds new words in his vocabulary.

CO3) Learner is taught the correct pronunciation of Arabic words.

CO4) Learner is able to listen, comprehend and respond in Arabic...



## **SEMESTER THREE**

### **Vertical – 1**

#### **Major – 1**

##### **Course Name: Business Economics**

CO1: Student should be able to define and explain the fundamental concepts of business economics such as opportunity cost, marginal analysis, and elasticity for effective managerial decision making.

CO2: Student should be able to analyse and interpret production and cost-related decisions using economic tools like production functions, cost curves, and break-even analysis in both short-run and long-run contexts.

CO3: Student should be able to distinguish between different market structures and evaluate pricing and output decisions under perfect competition, monopoly, monopolistic competition, and oligopoly with practical insights.

CO4: Student should be able to identify and apply various pricing strategies and practices such as cost-plus pricing, marginal cost pricing, and transfer pricing in real-world business scenarios.

### **Vertical – 1**

#### **Major – 2**

##### **Course Name: Introduction to HR**

CO1: Student should be able to define and explain the key elements of individual behaviour including personality, attitude, perception, intelligence, and learning as relevant to workplace effectiveness.

CO2: Student should be able to identify and analyse the impact of various personality traits and emotional factors on individual behaviour using models like the Big Five and Johari Window.

CO3: Student should be able to describe and examine group dynamics, team effectiveness, and the influence of organizational processes such as power, politics, and conflict.

CO4: Student should be able to apply behavioural theories and conflict resolution strategies to enhance group performance and resolve workplace issues effectively.

### **Vertical – 1**

#### **Major – 3**

##### **Course Name: Recruitment and Selection**

CO1: Student should be able to define and explain the concepts, objectives, scope, and importance of recruitment in human resource management.

CO2: Student should be able to identify and differentiate between various sources, types, and techniques of recruitment, including traditional and modern methods.

CO3: Student should be able to describe and analyse the selection process, including criteria, application procedures, screening methods, and selection tests.

CO4: Student should be able to evaluate common challenges in recruitment and selection, and apply strategies to conduct effective interviews and overcome selection hurdles.

### **Vertical – 1**

#### **Major – 4**

**Course Name: Introduction to Marketing**

CO1: Student should be able to define and explain fundamental marketing concepts, the marketing environment, and the differences between marketing and selling.

CO2: Student should be able to identify and analyse the micro and macro environmental factors influencing marketing decisions and explain the role of marketing research and MIS.

CO3: Student should be able to describe the elements of the marketing mix, including product, price, place, and promotion, and apply these concepts to real-world marketing scenarios.

CO4: Student should be able to understand and apply the principles of segmentation, targeting, and positioning, and evaluate new trends in marketing such as e-marketing, social media marketing, and relationship marketing.

**Basket of Major****Course Name: Sales and Distribution Management**

CO1: Student should be able to define and explain the concepts, evolution, and structure of sales and distribution management, including the roles and functions of sales departments and intermediaries.

CO2: Student should be able to analyse the integration of sales, marketing, and distribution functions within an organization for effective customer relationship management and internal marketing.

CO3: Student should be able to apply various methods of market analysis, sales forecasting, and sales quota setting to plan and evaluate sales performance.

CO4: Student should be able to describe and demonstrate effective selling processes, strategies, and skills, and distinguish between different types of selling in national and international contexts.

**Vertical – 1  
Major – 5****Course Name: Introduction to Finance**

CO1: Student should be able to define and explain the key concepts, scope, and objectives of financial management, and describe the role and responsibilities of the finance manager within an organization.

CO2: Student should be able to analyse the organizational framework of financial management and understand the relationship between the finance department and other functional areas.

CO3: Student should be able to explain the concept of capital structure, identify the factors influencing it, and evaluate the different sources of external and internal financing, including shares, debentures, and public deposits.

CO4: Student should be able to assess the advantages, limitations, and applications of various financing options such as reserves, retained earnings, dividend policies, and depreciation in the context of organizational finance decisions.

**Vertical – 1  
Major – 6****Course Name: Basics of Financial Services**

CO1: Student should be able to define and explain the key components, functions, and regulatory framework of the Indian financial system, with a focus on the roles of SEBI and RBI.

CO2: Student should be able to analyse the structure and functions of financial markets, distinguishing between organized & unorganized markets, and explain the roles of major financial intermediaries.

CO3: Student should be able to describe the functions of commercial banks, their investment policies, and asset structures, while also understanding the implications of liquidity, non-performing assets, and capital adequacy norms.

CO4: Student should be able to evaluate the roles and functions of the Reserve Bank of India, development banks & other financial institutions like NBFCs, mutual funds, insurance companies, and merchant banking firms.

## **VSC – 1**

### **Course Name: OB and HRM**

Course Outcomes:

CO1: Student should be able to define and explain the concept, evolution, and importance of organizational behaviour, and understand the impact of cross-cultural dynamics on organizational culture and climate.

CO2: Student should be able to describe various models of organizational behaviour (e.g., autocratic, custodial, supportive, collegial, and SOBC) and analyse their relevance in the Indian organizational context.

CO3: Student should be able to explain the meaning, objectives, and functions of Human Resource Management (HRM), and assess the role of HRM in enhancing organizational effectiveness.

CO4: Student should be able to evaluate the process and strategies of Human Resource Planning (HRP) and Human Resource Development (HRD), including global HR strategies, and understand their importance in organizational growth.

## **VSC – 2**

### **Course Name: Consumer Behaviour**

CO1: Student should be able to define and explain the key concepts, types, and importance of consumer behaviour, and analyse the consumer decision-making process and its determinants.

CO2: Student should be able to identify and explain the factors influencing consumer behaviour at various stages of decision-making, including need recognition, and describe the diversity of consumer types and their behaviours.

CO3: Student should be able to evaluate the environmental determinants of consumer behaviour, such as family, social class, and cultural influences, and explain their impact on purchasing decisions.

CO4: Student should be able to analyse new trends in consumer behaviour, including the diffusion of innovations, adoption processes, and the differences between e-buyers and traditional brick-and-mortar buyers.

## **VSC – 3**

### **Course Name: Equity and Debt Markets**

CO1: Student should be able to define and explain the key concepts related to shares, debentures, public deposits, and borrowing from banks, including their advantages, limitations, and role in corporate financing.

CO2: Student should be able to analyse the structure and growth of the equity market, understand the relationship between ownership and management in companies, and evaluate the development of the equity culture in India.

CO3: Student should be able to describe the dynamics of the debt market, including the evolution of debt markets in India, money markets, and regulatory frameworks, and explain the role of various players in the debt market.

CO4: Student should be able to evaluate the functioning of primary and secondary equity markets, including methods like IPO, book building, and rights issues, and understand the role.

## **Semester – IV**

### **Vertical – 1**

#### **Major – 1**

### **Course Name: Product and Total Quality Management**

CO1: Student should be able to define and explain the components and objectives of production management, including manufacturing systems, product development, plant location, and plant layout.

CO2: Student should be able to analyse the concept and importance of materials management, and apply various inventory control techniques like ABC, VED, and EOQ to optimize material handling and inventory processes.

CO3: Student should be able to describe the concept of productivity and quality management, and understand key quality philosophies and approaches such as TQM, Deming, Juran, and Kaizen, with the ability to calculate basic productivity metrics.

CO4: Student should be able to evaluate quality improvement strategies and certifications such as Lean Thinking, Six Sigma, ISO standards, and the Malcolm Baldrige National Quality Award, and apply problem-solving methodologies like DMAIC/DMADV and Taguchi's Quality Engineering.

### **Vertical – 1**

#### **Major - 2**

### **Course Name: Introduction to Research Methodology**

CO1: Student should be able to define and explain the various types of research and research designs, and describe the stages in the research process, including the significance of hypothesis formulation and sampling techniques.

CO2: Student should be able to identify and differentiate between primary and secondary data sources, and apply appropriate methods of data collection, including observation, interviews, surveys, and experimental methods.

CO3: Student should be able to analyse and interpret data by applying data processing techniques such as editing, coding, and tabulation, and perform hypothesis testing using methods like chi-square and Z-test.

CO4: Student should be able to design, structure, and write a comprehensive research report, incorporating ethical research practices, including objectivity, confidentiality, and avoiding plagiarism.

### **Vertical – 1**

#### **Major – 3**

##### **Course Name: Human Resource Planning**

CO1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRP

CO2: Demonstrate competence in development and problem-solving in the area of HRP

CO3: Describe process of HRP and barriers in its effective implementation

□CO4: Demonstrate an understanding of key terms, theories/concepts and practices of Job Analysis, Recruitment and Selection

### **Vertical – 1**

#### **Major – 4**

##### **Course Name: Rural Marketing**

CO1: Develop understanding of issues in rural markets.

CO2: Categorize issues in rural markets.

CO3: Understanding the Overview and Scenario of rural marketing in India.

CO4: Analyse marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India.

### **Vertical – 1**

#### **Major – 5**

##### **Course Name: Strategic Financial Management**

CO1: Student should be able to explain financial strategy and control of a company. CO2: Student should be able to describe the relevance of risk and uncertainty in making strategic decisions.

CO3: Student should be able to explain various aspects of capital budgeting.

CO4: Student should be able to apply learning in simple problems of capital budgeting, capital structure, dividend policy.

### **VSC – 1**

##### **Course Name: Performance Management and Career Planning**

CO1: Student should be able to define and explain the key concepts of performance management, its components, objectives, and process, and differentiate between performance management and performance appraisal.

CO2: Student should be able to analyse best practices in performance management, including the role of technology, and understand its linkage with other HR functions to drive organizational performance.

CO3: Student should be able to describe the importance of career planning and development, identify the steps in effective career planning, and explain the role of mentors and technology in career development.

CO4: Student should be able to evaluate different career models, such as the pyramidal, obsolescence, and Japanese career models, and analyse how new organizational structures are influencing changing career patterns.

## **VSC – 2**

### **Course Name: Tourism Marketing**

CO1: Student should be able to define and explain the meaning, features, and types of tourism, identify the factors influencing tourism growth, and analyse the adverse effects of tourism.

CO2: Student should be able to describe the key concepts of tourism marketing, including its objectives, importance, and challenges, and explain the segmentation bases and typologies used in tourism marketing.

CO3: Student should be able to analyse the product mix of tourism marketing, including destination life cycle, factors for tourism destination selection, itinerary planning, and the processes involved in tourism product packaging.

CO4: Student should be able to evaluate the components of the 4 'A's of tourism—Attraction, Accommodation, Accessibility, and Amenities—and assess India's position as a Tourist destination, including the challenges and opportunities within the Indian tourism industry.

## **VSC – 3**

### **Course Name: Risk Management**

CO1: Student should be able to define and explain key concepts in risk management, including various types of risks (interest, market, credit, currency, liquidity, legal, operational), and understand the difference between risk management and risk measurement.

CO2: Student should be able to apply quantitative risk measurement techniques, such as alpha, beta, R squared, standard deviation, and risk exposure analysis, and demonstrate the use of statistical tools like simulation methods and duration analysis for internal control.

CO3: Student should be able to evaluate the various hedging instruments and mechanisms, including forwards, futures, options, swaps, and arbitrage techniques, and apply the Markowitz risk-return model and arbitrage theory to manage risk-return trade-offs.

CO4: Student should be able to differentiate between risk management and enterprise risk management (ERM), and apply ERM frameworks and processes, including SWOT analysis.