

Sadakathullah Appa College (Autonomous)

(Reaccredited by NAAC at an 'A' Grade. An ISO 9001:2015 Certified Institution)

**Rahmath Nagar, Tirunelveli- 11.
Tamil Nadu.**

DEPARTMENT OF BUSINESS ADMINISTRATION



**Draft CBCS SYLLABUS
For
BBA**

**(Applicable for students admitted in June 2021 and onwards)
(Submitted before the Business Administration BOS Meeting
to be held on 15/03/2021)**

COURSE PATTERN STRUCTURE
CBCS Syllabus – B.Com/B.Com (Finance)/B.B.A.
(Applicable for students admitted in June 2021 and onwards)

| SEM | P | Title of the paper | S. Code | H/W | L | T | P | C | Marks | | |
|---------------------------|--|--|---------|-----|---|---|---|---|----------|----------|-----|
| | | | | | | | | | I | E | T |
| I | Language(T/A) I | Language(T/A) I | | 6 | | | | 3 | 40 | 60 | 100 |
| | Communicative English I | Communicative English I | | 6 | | | | 3 | 40 | 60 | 100 |
| | Principles of Management | Core I | | 5 | | | | 4 | 40 | 60 | 100 |
| | Managerial Communication | Core II | | 5 | | | | 4 | 40 | 60 | 100 |
| | Financial Accounting | Allied-I/1 | | 6 | | | | 4 | 40 | 60 | 100 |
| | AECC-Value Education-I/II | AECC-Value Education-I/II | | 2 | | | | 2 | 40 | 60 | 100 |
| II | Language(T/A) II | Language(T/A) II | | 6 | | | | 3 | 40 | 60 | 100 |
| | Communicative English II | Communicative English II | | 6 | | | | 3 | 40 | 60 | 100 |
| | Organizational Behaviour | Core III | | 5 | | | | 4 | 40 | 60 | 100 |
| | Case Analysis | Core IV | | 5 | | | | 4 | 40 | 60 | 100 |
| | Cost and Management Accounting | Allied-I/2 | | 6 | | | | 4 | 40 40 | 60 60 | 100 |
| | AECC-Environmental Science | AECC-Environmental Science | | 2 | | | | 2 | 40 | 60 | 100 |
| III | Business Research Methods | Core V | | 5 | | | | 4 | 40 | 60 | 100 |
| | Marketing Management | Core VI | | 4 | | | | 4 | 40 | 60 | 100 |
| | Managerial Economics | CoreVII | | 4 | | | | 4 | 40 | 60 | 100 |
| | Financial Management | Core VIII | | 4 | | | | 4 | 40 | 60 | 100 |
| | Management Information System | Allied-II/1 | | 6 | | | | 4 | 40 | 60 | 100 |
| | SEC-I (Common) Introduction to Computers | SEC-I (Common) Introduction to Computers | | 2 | | | | 2 | 40 | 60 | 100 |
| | SEC-III(MOOC NPTEL Course) | SEC-III(MOOC NPTEL Course) | | 2 | | | | 2 | 40 | 60 | 100 |
| Management Principles and | Non Major Elective-I | | 2 | | | | 2 | | | | |

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|----|---|----------------------------|--|---|--|--|---|----|----|-----|--|
| | Behavior | | | | | | | | | | |
| | | Library Reading Hour | | 1 | | | - | | | | |
| IV | Human Resource Management | Core IX | | 5 | | | 4 | 40 | 60 | 100 | |
| | Logistics Management | Core X | | 4 | | | 4 | 40 | 60 | 100 | |
| | Production Management | Core XI | | 4 | | | 4 | 40 | 60 | 100 | |
| | Business Statistics | Core XII | | 4 | | | 4 | 40 | 60 | 100 | |
| | Business Environment | Allied-II/2 | | 6 | | | 4 | 40 | 60 | 100 | |
| | SEC-III Soft Skills | SEC-III Soft Skills | | 2 | | | 2 | 40 | 60 | 100 | |
| | SEC-IV Stress Management | SEC-IV (Subject Oriented) | | 2 | | | 2 | 40 | 60 | 100 | |
| | Office Management | Non Major Elective -II | | 2 | | | 2 | 40 | 60 | 100 | |
| | | ECA | | | | | 1 | 40 | 60 | 100 | |
| | | SOP | | | | | 1 | 40 | 60 | 100 | |
| | | Field work/Internship Trg. | | | | | 2 | 40 | 60 | 100 | |
| | | Library Reading Hour | | 1 | | | - | | | | |
| V | Business Law | Core XIII | | 5 | | | 4 | 40 | 60 | 100 | |
| | E-Commerce | Core XIV | | 5 | | | 4 | 40 | 60 | 100 | |
| | Entrepreneurial Development | Core XV | | 5 | | | 4 | 40 | 60 | 100 | |
| | Total Quality Management | Core XVI | | 5 | | | 4 | 40 | 60 | 100 | |
| | Financial Services / Modern Banking / Investment Analysis | DSE I | | 4 | | | 4 | 40 | 60 | 100 | |
| | Integrated Marketing Communication / Retail Management / Brand Management | DSE II | | 4 | | | 4 | 40 | 60 | 100 | |
| | Business Analytics | SEC-V (Subject Oriented) | | 2 | | | 2 | 40 | 60 | 100 | |
| VI | Strategic Management | Core XVII | | 6 | | | 4 | 40 | 60 | 100 | |

CBCS SYLLABUS FOR B.Com/B.Com(Finance)/B.B.A.**COURSE STRUCTURE****(Applicable for students admitted in June 2021 and onwards)**

| Part | Course | Semester | Hours | Credits | Papers | Marks |
|--------------|--|-----------------|--------------|----------------|---------------|--------------|
| I | Tamil / Arabic | I and II | 12 | 6 | 2 | 200 |
| II | English | I and II | 12 | 6 | 2 | 200 |
| III | Discipline Specific Core (DSC) | I to VI | 94 | 76 | 20 | 2000 |
| | Discipline Specific Elective (DSE) | V and VI | 18 | 13 | 4 | 400 |
| | Allied Theory + Practical | I to IV | 24 | 16 | 8 | 400 |
| IV | Generic Elective | III & IV | 4 | 4 | 2 | 200 |
| | Skill Enhancement Course (SEC)/ Skill Based Common (SBC) | I to VI | 12 | 12 | 6 | 600 |
| | Ability Enhancement Compulsory Course (AECC) | I & II | 4 | 4 | 2 | 200 |
| | Internship Activity | IV | -- | 2 | 1 | 100 |
| V | Extension Activities ECA | I to IV | -- | 1 | 1 | 100 |
| | SOP | III – IV | -- | 1* | | |
| TOTAL | | | 180 | 140+1* | 48 | 4400 |

B.B.A. COURSE STRUCTURE (CBCS)

| I SEMESTER | |
|------------|--------------------------|
| Core I | PRINCIPLES OF MANAGEMENT |
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Unit I: Management

Definition of management – Science or art or profession – Manager Vs Entrepreneur – Managerial Skills – Levels of management – Managerial skills and organizational Hierarchy – The emergence of Management thought – Frederick W. Taylor, Henri Fayol and Elton Mayo.

Unit II: Planning

Importance of Planning - Types of Plans – Steps in planning - Nature and objectives of planning – Hierarchy of objectives – Setting objectives and the organizational Hierarchy – Management by Objectives (MBO) – Benefits of MBO.

Unit III: Organizing

Nature and Purpose – Formal and Informal Organisation – Organisation chart – organisation structure – Types - Line and Staff authority - Departmentalization – delegation of authority – Centralization and decentralization.

Unit IV: Staffing

Importance - Situational factors affecting staffing – Internal and External factors – Recruitment – Sources of recruitment - Selection – Process of selection – Training and Development.

Unit V: Directing and Controlling

Meaning and Nature of Directing – Elements of Directing – Importance of directing – Basic Control Process or Steps – Budgetary and Non budgetary control Techniques – Use of Computer and IT in Management control.

Text Book:

1. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 8th edition, Tata McGraw-Hill Education, 2016.

References Books:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competencybased approach, Thompson South Western, 11th edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. DeCenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

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| I SEMESTER | | |
| Core II | MANAGERIAL COMMUNICATION | |
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UNIT – I Introducing communication and media

Communication – Meaning- Process and Significance – Objectives – Principles –Types – Media – **verbal communication-non verbal communication**- Barriers of Communication – The making of effectivecommunication.

UNIT – II Business Correspondence

Correspondence – need-functions –business letter - need-function and Kinds of Business Letters – Layout of Business Letters – **mechanical structure-style format and punctuation**

UNIT – III Business Letters formation and Application

Enquiry and Reply –Offers and Quotations – important terms used in Offers and Quotations- Orders – Execution of order and Cancellation of order- Complaints- Claims and Adjustments – Collection Letters – Sales Letters – Circular Letters.

UNIT – IV Report writing and preparing

Report writing- **importance of reports**-contents – features of good report writing- Types and forms of reports – **preparing a report –organization of report-characteristics of good report-Specimen of Reports.**

UNIT – V Electronic communication

Modern means of E-Communication – Internet – E-Mail – Video conferencing– Social Media Communications – Ethical ways of using social media for communication.

TEXT BOOK:

T.B Rajendra Pal & J.S. Korlahalli – Essentials of Business Communication, Sultan Chand& Sons,2015

BOOKS FOR REFERENCE:

1. R.C.Sharma, Krishna Mohan – Business Communication, Tata McGraw Hills, 2012
2. Urmila Rai – Business Communication, Himalaya Publishing House,2015.

| I SEMESTER | | |
|--------------------|-----------------------------|--|
| Allied-I/ 1 | FINANCIAL ACCOUNTING | |
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UNIT – I: INTRODUCTION TO ACCOUNTING

Definition of Account– need and functions of accounting –objectives of accounting- advantages – users of accounting information- Accounting Cycles - Books of Accounts – Book Keeping – Branches of Accounting –methods of accounting– accounting concept and convention - Types of Accounts - Accounting Rules - Rules for Debit & Credit

UNIT – II: METHODS OF DEPRECIATION

Depreciation- Meaning – Concept of depreciation - Need – Methods of Depreciation - depreciation of different assets - Straight line method – Written down value method – Annuity Method – Sinking Fund Method – Insurance policy method – Provisions for depreciation - Reserves and Reserve funds

UNIT – III: SINGLE ENTRY SYSTEM OF ACCOUNTING

Single Entry – Definition -Meaning – Salient Features – Defects – Statement of Affairs Method - Ascertainment of profit – Conversion of Single Entry in to Double Entry – Simple Problems- Conversion Method – Difference between Single entry and Double entry System- statement of affairs-format of statement of affairs

UNIT – IV: DOUBLE ENTRY SYSTEM OF ACCOUNTING

Double entry system of Accounting - Trial balance -Rectification of Errors - Suspense Accounts - Final Accounts – Trading Account – Profit And Loss Account and Balance Sheet –Adjustment entries- outstanding – prepaid – accrued entries - Distinction between Capital and Revenue Expenditure.

UNIT – V: ACCOUNTS OF NON- TRADING CONCERN

Accounts of non- trading concern – Receipt and Payment account –features of Receipt and Payment account - Income and Expenditure account – steps to prepare income and expenditure account - difference between receipt and payment account and income and expenditure account and Balance sheet.

(Theory 40% and problems 60%)

Reference Books:-

1. S.Thothadri and Nafeesa – Financial Accounting, Tata McGraw Hill Education.
2. Advanced Accountancy - S.P.Jain and K.L.Narang – KalyaniPublishers

| II SEMESTER | | | |
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| Core III | ORGANIZATIONAL BEHAVIOUR | | |
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Unit I Introduction to Organizational Behavior

Organizational Behaviour-Definition- Disciplines contribute to Organizational Behaviour -Key elements of Organizational Behaviour - Hawthorne experiments- Organizational Behaviour Models-Autocratic, custodial, supportive,collegial.

Unit II Individual Behavior

Foundations of Individual Behaviour– Ability, Intellectual, Physical. Learning-Theories-Classical conditioning theory, Operant conditioning theory. Perception-factors-process

Unit III Personality

Personality-Determinants- Big five Model Theory. Leadership –Distinction between a Leader and a Manager – Styles of Leadership – Leadership Theory - Transformational –Transactional.

Unit IV Group Behavior

Motivation – Importance – Methods – Monetary – Non-Monetary-Theories of motivation – Maslow’s, Herzberg Two Factor Theory. Groups in Organisation Foundations of group behaviour -Stages of group development– Decision Making and the groups.

Unit V Culture and Conflict

Organizational culture- Importance of culture – Types of culture - Conflict and Negotiation-Conflict process – Conflict Resolution – Transactional Analysis - Bargaining strategies – WLB (Work Life Balance).

Text Book:

1. Stephen P. Robins, Timothy, A. Judge and Neharika Vohra, Organisational Behavior, PHI Learning / Pearson Education, 15th edition, 2013.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.
3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition.

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| II SEMESTER | | | |
| Core | CASE ANALYSIS | | |
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- The case should be distributed by the teacher concerned from the perspective of basics principles of management and Organisation behaviour.
- Student should be diverted into small groups (4- 5 Members). Subsequently, they should be allowed to discuss cases distributed to them in peer groups.
- Students should be trained by teachers the methodology and format of the case analysis. The following is the methodology concerned.

| | |
|---|--------------------------------|
| 1 | Summary of the case |
| 2 | Issues Identification |
| 3 | Major Issue |
| 4 | Issues Discussion (one by one) |
| 5 | Suggestions |
| 6 | Conclusion |

- They should also be trained to write case report.
- Students should submit the case report to the faculty concerned.
- The staff in-charge has to discuss the case in the class rooms and finalize the issues with proper suggestions and conclusion.

The Final Examinations will consist of case for individual analysis and discussion in a paper. The student must write the case report.

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| II SEMESTER | | | |
| Allied-I / 2 | COST AND MANAGEMENT ACCOUNTING | | |
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UNIT I: COST ACCOUNTING

Concept of cost – Elements of Cost– Objectives – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing - Management Accounting - Meaning – Nature – Scope – Function - Role of Management Accounting in Decision Making - - Management Accounting vs. Cost Accounting – Types of Management accounting information and their uses

UNIT II: RATIO ANALYSIS

Meaning – importance - Advantage and Limitation of Ratio – uses - Classification of Ratios- Liquidity ratio – Profitability ratio – Efficiency Ratios

UNIT III: MARGINAL COSTING

Meaning, Advantages, Limitations and Applications -Breakeven Analysis -P/V Ratio and its Significance -Margin of Safety -Absorption Costing: System of Profit Reporting and Stock Valuation -Difference between Marginal Costing and Absorption Costing -Income Measurement under Marginal Costing and Absorption Costing

UNIT IV: BUDGETING

Budget- Concept, Manual -Fixed and Flexible Budgets -Preparation and Monitoring of Various Types of Budgets -Budgetary Control System: Advantages, Limitations and Installation -Zero Base Budgeting - Programme and Performance Budgeting

UNIT V: FINANCIAL STATEMENTS

Nature Attributes, Objectives, Importance, and Limitations- Cash Flow Statement - Fund Flow Statement -Difference between Cash Flow and Fund Flow Statement - Management Reporting.

REFERENCE BOOKS:

1. Hansen, D. R., Mowen, M. M., &Heitger, D. L. (2021). *Cost management*. Cengage Learning.
- Drury, C. (2018). *Cost and management accounting*. Cengage Learning.

| III SEMESTER | | | |
|--------------|---------------------------|--|--|
| Core V | BUSINESS RESEARCH METHODS | | |
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Unit – I: Introduction to Research

Research – Definition – Characteristics of research – Objectives or Purpose of research – Scientific Method – Requisites of a Good scientific method – The components of scientific Approach – the procedural and the personal – Role of theory in research – Conceptual or Theoretical models.

Unit – II: Types and Steps in research

Types of research – Steps in research – Need for reviewing literature – Formulation of research problem – Fixing Objectives - Hypotheses – Types of hypotheses – Null and Alternate hypothesis.

Unit – III: Research Design and Sampling Techniques

Research Design – Essentials of Design – Contents of a research design - Survey – Census Vs Sampling - Sampling Techniques or Methods – Probability Vs Non Probability sampling methods – Basic concept relevant to Sample size.

Unit – IV: Methods and Tools for data collections

Data – Type of data – Primary Vs Secondary data - Methods of collecting primary data – Sources of secondary data – Schedule Vs Questionnaire - Types of questions – Measurement scale and Indices – Characteristics of a Good Schedule / Questionnaire.

Unit – V: Report Writing

Meaning and Purpose of a research report – Types of reports – Research report format – principles of writing report – Documentation – Footnotes and Bibliography – Evaluation of a research report.

Reference Books:

1. Krishnaswami, O. R., &Ranganatham, M. (2011). *Methodology of research in social sciences*. Himalaya Publishing House.
2. Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods* (Vol. 9, pp. 1-744). New York: Mcgraw-hill.
3. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). *Business Research Methods (Book Only)*. Cengage Learning.

| III SEMESTER | | | |
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| Core VI | MARKETING MANAGEMENT | | |
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UNIT I

Marketing – Definition – Concepts of marketing – Significance - Segmenting, Targeting and Positioning, Marketing Mix.

UNIT II

Product Mix-Product characteristics and classification-Product Life Cycle and New product development. Branding, Packaging and Labeling

UNIT III

Pricing – Importance – objectives-Factors affecting pricing Decision-Kinds of pricing – steps in pricing.

UNIT IV

Marketing Channels – Channels of Distribution - Nature of Channels - Wholesaling-Retailing - Role of Marketing channels.

UNIT V

Promotional Mix-Advertisements-Sales Promotion-Public Relation- Direct Marketing -Personal Selling – Recent Trends in Marketing– Relationship Marketing and its importance – Green Marketing

Text Book

Philip Kotler, Kevin Keller and Lane Keller, Marketing Management 15th Edition New Delhi, Prentice Hall of India (P) Ltd. 2016.

Reference Books:

1. Berkoviz Kerin Hontley Rudelivs, MARKETING, New York, Mcgraw Hill
2. Gony Armstrong, Philip Kotler, Marketing an Introduction, Pearson Education Asia.
3. Rajan Saxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co.Ltd.

| III SEMESTER | | | |
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| Core VII | MANAGERIAL ECONOMICS | | |
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UNIT I

Managerial Economics–Definition and meaning – Nature and scope of Managerial Economics – Economic theory and Managerial Economics – Role and responsibilities of Managerial Economist.

UNIT II

Demand Analysis: Meaning-Kinds of Demand-Law of Demand - Exceptions-Determinants of Demand – Demand forecasting – Methods of Demand forecasting.

UNIT III

Production and Supply Analysis: Meaning of Production-Factors of Production-Production Function- Meaning of supply – Law of supply– Elasticity of supply – Factors influencing supply.

UNIT IV

Market Structure: Perfect Competition - Monopoly- Monopolistic Competition - Oligopoly- pricing Methods-Factors influencing Pricing Policy.

UNIT V

Macro Economics:Business Cycle and Business policies – Demand recession in India (causes, indicators and prevention) – National Income Concepts - Fiscal policy and monetary policy.

Text Book:

Varshney, R.L., &Maheswari, K.L., Managerial Economics, New Delhi: Sultan Chand & Sons,2015

References Books:

1. Joel Dean: Managerial Economics, New Delhi: McGraw Hill Publications Co. Ltd.,1979.
2. Seth, M.L.: Micro Enonomics: Agra: Lakshmi Narain Agarwal Educational publishers,1990

| III SEMESTER | | | |
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| Core VIII | FINANCIAL MANAGEMENT | | |
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UNIT I

Nature of financial management – meaning and scope of financial management – functions – goals- relationship of Financial management with other areas.

UNIT II

Capital structure – Meaning and factors determining capital structure– theory–NI–NOI-TraditionalandMMApproach

UNIT III

Capital budgeting –Approaches -pay back methods – ARR – NPV – IRR

UNIT IV

Working capital – Need – Factors –Simple problems in Computation of Working capital requirements

UNIT V

Dividend policy – determinants of dividend policy – dividend policy decision – dividend policy in practice – different dividend theories– MM model – Walter’s Model – Gordon’sModel.

(Theory 40% and problems 60%)

Text Book:

1. M.Y Khan and P.K Jain’s, Financial Management , 6thEdition,Tata McGraw Hill, 2012.

Reference Book:

1. Chandra, Financial Management Theory and Practice, Tata Mc Graw Hill,2010.
2. P. Periasamy, Financial Management, 2ndEdition, Tata Mc Graw Hill, 2007

| III SEMESTER | | | |
|---------------|-------------------------------|--|--|
| Allied II – 1 | MANAGEMENT INFORMATION SYSTEM | | |
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UNIT I

Introduction to Information Systems

Information systems - Data V/s Information – Information system process – Role of information system – New in management information system – business drivers in information system – Dimensions of IS – Organization, People and technology.

UNIT II

Understand problem solving approach

Problem solving – Model of problem solving process – Role of critical thinking in problem solving – Impact of information system on business – Marketing, Accounting, finance, management.

UNIT III

E-Business

Components of a business – Role of Information system in business – Types of business information system – Transaction processing system, management information system, decision support system, executive support system – Enterprise application architecture – Supply chain management, Customer relationship management, knowledge management system.

UNIT IV

Systems for Collaboration and team work

Collaboration -Importance - Collaboration and team work – Benefits of collaboration – Requirements of successful collaboration – Tools and technologies for collaboration and team work.

UNIT V

Securing information system

System vulnerability and abuse – security and control – contemporary security challenges and vulnerabilities – Malicious software – virus, worms, Trojan horses and spyware – Hackers and computer crimes – technologies and tools for protecting information resources.

Text Book:

1. Kenneth C. Laudon & Jane P Laudon, Essentials of management information systems, Pearson 10th Edition.

Reference Books:

1. James O'brien: Management Information System. Tata McGraw Hill, 9thEdition, 2009.
2. Lawrence S. Orilla: Computer Information – An Introduction, New York: John Wiley & Sons. Inc.,1980.
3. Raymond Mcleouir: Management Information System. New York: Wiley and Sons Inc.,1967.

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| III SEMESTER | | | |
| NME - I | MANAGEMENT PRINCIPLES AND BEHAVIOUR | | |
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Unit-I: Introduction to Management and Organization

Definition -Nature – Purpose – Functions of Management - Features- Science or an art or Profession Concept- Nature and Evolution of Management Thought-Drucker, Fayol, F.W.Taylor-recet contribution of management thought- Challenges of managing 21st century corporations/organization

Unit-II: Managerial Functions and Decision Making

Planning –nature-concept- significance- steps in planning-Organizing -concept, principles, types of organizations, authority, responsibility, power, delegation-Decentralization-Staffing-Directing – Coordinating- Control -nature, process, and techniques-decision making-importance of decision.

Unit-VManagerial Objectives and supervision

Managerial functions at different organizational-system approach to management– supervision level- Principles, Features – Objectives– Communication –purpose of commuication-communication process- communication in organization- communication flow in the organization

Unit-IV: Organizational Behaviour and Culture

Organisationalbehaviour -concept and significance- relationship between management and organisational behavior - key elements of organizational behavior-challenges and opportunities for organizational behavior- organizational culture - Attitudes, Perception; Learning, Personality and values, emotions.

Unit-V: Leadership and Motivation

Leadership- concept of leadership – difference between leadership and management - leadership styles - Managerial grid; Likert's four systems of leadership – leadership styles in Indian organization -Motivation- concept - nature- process of motivation- Importance of motivation- motivation and behaviour

Text and References Books:

1. Stephen P. Robbins, David A.DeCenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India,2012.
2. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competencybased approach, Thompson South Western,11th edition, 2008.
3. Mc Shane & Von Glinov, OrganisationalBehaviour, 4th Edition, Tata Mc Graw Hill,2007.

| IV SEMESTER | | | |
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| Core IX | HUMAN RESOURCE MANAGEMENT | | |
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UNIT - I

Human Resource Management – Meaning – Definition – Scope – Objectives – Functions – Managerial functions – Operative functions – Human Resource Management Vs Personnel Management – Role of HR Manager in an Organization.

UNIT - II

Job Analysis – Concepts – Definition – Importance – Purpose – Elements – Job Description – Specification – Techniques for data collection in job analysis – Job Evaluation – Job Evaluation Methods.

UNIT - III

Recruitment – Definition – Process – Factors affecting Recruitment – Sources of Recruitment – Internal sources – external sources – Selection – Definition – Selection Process – Psychological Tests for Selection.

UNIT - IV

Training – Induction Vs Training – Importance of Training – Types of Training – Performance appraisal – Objectives of Performance appraisal – Importance of Performance appraisal – Types of Performance appraisal – HR audit – Balance score card.

UNIT V

Career planning – Features – Objectives – Need – Process of career planning – Career planning V/s Human resource planning – benefits of career planning – Different stages of career planning.

Text Book:

VSP. Rao, Human Resource Management, Excel Books Publication, 3rd Edition, 2013.

Reference Books:

1. Personnel management – Fillippa – McGraw Hill.
2. Personnel management – Ahuja Kalyani Publishing
3. Personnel management – P.C. Tripathi.

| IV SEMESTER | | | |
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| Core X | LOGISTICS MANAGEMENT | | |
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UNIT-I

CONCEPTS OF LOGISTICS AND DISTRIBUTION

Introduction - Definition and Scope – Key components of Distribution and Logistics – Importance of logistics and distribution – Structure of Logistics and supply chain – Logistics and Supply chain Management.

UNIT-II

CUSTOMER SERVICE AND LOGISTICS

The Importance of customer service – The seven ‘rights’ of customer service – The components of customer service – Pre-transaction elements, Transaction elements and Post-transaction elements – Conceptual Models of Service Quality – Basic and Extended service model – Measuring customer service.

UNIT- III

PLANNING FRAMEWORK FOR LOGISTICS

Introduction – Pressures for change – pressures for influencing logistics systems – Logistics design strategy – Impact of product characteristics – Volume to weight ration, value to weigh ratio, substitutability and high risk products.

UNIT-IV

LOGISTICS PROCESSES

The Importance of Logistics processes – Problems – Functional process problems and Cross functional process problems – Logistics process types and categories – Basic , Benchmark and Competitive process – Approach to process design – Tools and techniques.

UNIT-V

LOGISTIC MANAGEMENT AND ORGANISATION

Introduction – Relationships with other corporate functions –Production, Marketing and Finance – Logistics organizational structure – Role of Logistics manager.

Reference Books:

1. Rushton, A., Croucher, P., & Baker, P. (2014). *The handbook of logistics and distribution management: Understanding the supply chain*. Kogan Page Publishers.
2. Waters, C. D. J. (2019). *Logistics: an introduction to supply chain management*. Red Globe Press.
3. Balakrishnan, N. (1991). *Handbook of the logistic distribution*. CRC Press.
4. Buurman, J. (2002). *Supply chain logistics management*. McGraw-Hill2002.

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| IV SEMESTER | | | |
| Core XI | PRODUCTION MANAGEMENT | | |
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UNIT I

An overview of production management –Functions – Importance – Relationship of Production Management with other areas – Production systems–Types–factors affecting Production system.

UNIT II

Plant location – Factors of Plant location –Plant layout – Types of Plant layout and their suitability – production planning and scheduling.

UNIT III

Inspection and Quality Control – Objectives – Nature –Statistical Quality Control – Acceptance Sampling –Advantages.

UNIT IV

Value analysis – Importance – Techniques - Advantages – Inventory Management – EOQ –ABC analysis

UNIT V

TQM – Objectives – Principles – Elements – ISO 9000 – ISO 14000 – Benefits – Universal Standards of quality benefit of ISO certification.

Textbook:

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, 8th Edition, 2016

Reference Book:

1. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

| IV SEMESTER | | |
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| Core XII | BUSINESS STATISTICS | |
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UNIT I: Statistics - Meaning and Scope of Business Statistics - Roles of Statistics for Business Decisions - Importance - Limitations – Theoretical Distribution – Binomial, Poisson, and Normal Distribution.

UNIT II: Measure of central Tendency – arithmetic mean, Discrete series, continuous series – Median, Discrete series, continuous series – Deciles- Percentile – Mode, Discrete series, continuous series – Harmonic mean, Discrete series, continuous series – Geometric mean Discrete series, continuous series

UNIT III: Measure of Dispersion – Range – Inter quartile range and quartile deviation – mean deviation – standard deviation, Discrete series, continuous series – Co- efficient of Variation.

UNIT IV: Hypothesis – types – Level of significance – Chi Square test – degrees of freedom – test of goodness of fit – Test of independence.

UNIT V : Measure of Relation –Correlation Analysis - Meaning - Types - Methods - Karl Pearson’s Coefficient of Correlation - Rank Correlation – Simple Linear Regression – Meaning – Significance – Co-efficient of regression

TEXT BOOK:

1. Pillai, R. S. N., Bagavathi, V., & Pillai, R. S. N. (2003). *Practical Statistics*. S. Chand Publishing.

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| IV SEMESTER | | |
| Allied-II / 2 | BUSINESS ENVIRONMENT | |
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UNIT - I: Introduction

The Concept of Business Environment - Nature and Significance - Components of Business Environment – Environment and Organisation relationship - **Impact of environment on business and strategic decisions.**

UNIT - II: Social and Cultural Environment:

Social environment – Importance and impact in business –Population, effects in business-Urbanization, reasons and effects in Business – Importance and impact in business - Culture Environment – Culture as Applied to Business - Impact of Foreign Culture on Business

UNIT - III: Economic Environment:

Economic environment of Business – types of Economic systems – Economic development - Macroeconomic indicators and their impact of business - Economic policies - Five Year Plans in India.

UNIT - IV: Political and Legal Environment:

Political environment – Effect of political ideologies - Role of Government in Business - Legal Environment – Indian Constitutions –Consumer Protection Act .

UNIT - V: Technological and Natural Environment:

Features of Technological Environment - Factors - Impact of Technology on business operations – Natural Environment – Various aspects of Natural Environment - Environmental Pollution- Impact of the natural environment in Business

REFERENCE BOOKS:

1. BUSINESS ENVIRONMENT- Dr. S. Sankaran, Margham Publications
2. Business Environment – Namita Gopal – The McGraw –Hill Companies

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| IV SEMESTER | | |
| SEC-III | SOFT SKILLS | |
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UNIT I - Introduction to Soft skills:

Soft skills – Meaning and definition – Importance of soft skills – Soft Skills Vs Hard Skills – Components of Soft skills – Life skills, Communication Skills , Employability Skills and Corporate Skills – Ways to develop soft skills – Applications of Soft skills.

UNIT II - Life Skills:

Life Skills – Meaning and Significance – Elements of Life skills – **Attitude** – Types of Attitude – Developing positive attitude – **Self development** – self awareness – benefits – Motivation – Types – Intrinsic and Extrinsic - Self Assessment through SWOT – **Emotional Intelligence** – Need of E.I - Goleman's EQ model – Methods of EI Development.

UNIT III - Communication skills

Communication skills - Types of communication - Barriers of communication - Overcoming barriers of communication – **Listening Skills** – Process of listening – Types of listening – Barriers to effective listening – Effective listening Strategies - **Reading Skills** – Essential of Reading - Methods of Reading – **Speaking Skills** - benefits of speaking - Self development through speaking skills - **Writing skills** - purpose - Importance of styles in writing skills - **Non verbal Communication** – Importance – Types.

UNIT IV - Employability Skills:

Internet Skills – Job web portals – Roles and Significance of Job portals – Registration process in Job Portals – **Resume Building** – Resume Content – Resume designs and Layouts – Job Application letter – Format and writing Tips of Application Letter – **Interview Skills** – Types of Job Interview – Interview preparation techniques – Group Discussion – Roles to play in Group discussion.

UNIT V - Corporate Skills:

Leadership skills - Manager Vs Leader – Mintzberg’s Managerial roles – Traits of Good leader – **Time Management** – Major Blocks to Time Management – Covey’s Time Management Matrix – Time Management tips – **Negotiation Skills** – Approaches of Negotiation – **Avoid , Compete, Accommodate, Compromise and Collaborate** – **Stages of Negotiation** – **Stress Management** – **Causes and Consequences of stress** – **Stress Coping Strategies.**

REFERENCE BOOKS:

1. Suresh, K. E. (2010). *Communication Skills and Soft Skills: An Integrated Approach (With Cd)*. Pearson Education India.
2. S. Hariharan, S. Sundararajan and SP. Shanmughapriya, *Soft skills*, MJP publishers, Chennai, 2010.

| IV SEMESTER | | | |
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| SEC-IV | STRESS MANAGEMENT | | |
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UNIT I

Stress – Definition – The Nature of Stress– Types of Stress – Causes of Stress
- Consequences of stress.

UNIT II

Stress and Emotions–Types of Emotion – Functions – Nature – Core
Relational Themes – Facial Expressions – The Brain and Emotion – Emotion
at Work.

UNIT III

Stressor – Signs of Distress and Eustress – Stress and Performance – Effects
of Stress on Industry – Contrasting Strategies to Optimists and Pessimists for
Coping with Stress.

UNIT IV

Occupational Stress – The Cost of Stress – Cost of Workplace – Physical and
Behavioral Symptoms of stress – Sources of stress at work.

UNIT V

Stress Management – Employee Assistance Programmes (EAPs) – Stress
Management Training – Changing the sources of Workplace stress – Problem
Solving Framework.

Text book

1. P.K . Dutta, *Stress Management, Himalaya Publishing House, 2016*

Reference Book

1. Waltschafer, *Stress Management* ,Cengage Learning, 4th Edition 2009.
2. Jeff Davidson, *Managing Stress*, Prentice Hall of India, New Delhi,
2012.

| IV SEMESTER | | |
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| NME-II | OFFICE MANAGEMENT | |
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Unit I:Office and Office Management

Office- Meaning – Features – Importance – Functions of office - Modern office-Principles of modern office management and organization- Office Management – Nature, Functions and Scope – Office Manager – Functions and Qualification – Centralization vs. decentralization of office services.

Unit II:Office Accommodation and Environment

Office Accommodation – Principles – Location of an office – office Layout – Office furniture – Office Environment working conditions - Requirements Selection of site-Qualifications and qualities of office manager-The status of office manager in total organization- The authorities and responsibilities of an office manager.

Unit III:Office Appliances and Office Maintenance

Office appliances-types of commonly used appliances- office Machines and Equipments-objectives of using machines- types of machines -office stationary and Supplies- Office Safety and Security – Meaning- importance of office Safety-safety hazards and steps to improve office safety.

Unit IV: Office Records Management

Records –classification of regards-principles of record keeping-Meaning, importance of record keeping management-types of records kept in a business organization Filing – Essentials of a good filing system- Classification of filing system - Indexing – Meaning – objects – Indexing types

Unit V:Office Service and Supervision

Office service- centralization and decentralization- advantages –disadvantages- modern office department -measurement of office work – importance- purpose - difficulty in measuring office work- different ways of measurement - setting of work standards - benefits of work standards. office supervision and Control –characteristics of supervision -effective supervision.

Text & Reference Books:

1. B.N.Tandan, Manual of Office Management and Correspondence, S.Chand&Co., New Delhi
2. R. K. Chopra, Office Organisation and Management, Himalaya Publishing House, Mumbai
3. R.S.N.Pillai and Bagavathy, Office Management, Chand & Sons, New Delhi.

| V SEMESTER | | | |
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| Core XIII | BUSINESS LAW | | |
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UNIT – I

Introduction – Contract– Essential elements – Kinds of Contracts – Void, Voidable and Valid Agreement –Contingent Contract – Offer and Acceptance.

UNIT – II

Consideration – Capacity of Parties – Free Consent – Legality of Object – Void Contracts.

UNIT –III

Performance of Contracts – Discharge of contracts – Remedies for Breach of contract.

UNIT – IV

Law of Agency– Modes of creation – Rights and Duties of an Agent – Agency by Ratification – Sub-Agent and Substituted Agent – Termination ofAgency.

UNIT – V

Bailment- Features - Rights, duties of Bailor and Bailee- fundamentals inSale of Goods Act-Unpaid seller-caveatemptor.

TEXT BOOK RECOMMENDED:

N.D. Kapoor – Elements of Mercantile Law, Sultan Chand & Sons.

BOOKS FOR REFERENCE:

1. Davar – Mercantile Law, ProgressiveCorporation.
2. R.S.N.PillaiandBhagavathi–BusinessLaw,SultanChand&Sons.
 - a. M.C.Shukla–MercantileLaw,S.Chand&Co.

| V SEMESTER | | | |
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| Core XIV | E-COMMERCE | | |
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UNIT I

Welcome to Electronic Commerce – Introduction, Concepts of B2B, B2C, C2C, B2G; benefits of E-Commerce to Organization, Consumers. The Network infrastructure for E-Commerce – Electronic Payment Applications.

UNIT II

M-Commerce (Mobile Commerce) – Growth of M-Commerce – Wireless Applications – Technologies for M-Commerce – GPRS – Wireless Technologies (CDMA & GSM) – Generations in Wireless Communication – Security Issues in Cellular Technology.

UNIT III

Electronic Data Interchange-Definition - Benefits of EDI- EDI Application in Business – Un/EDIFACTS Standard.

UNIT IV

Security on Internet – Network and Website Security Risks – Security incidents on Internet – Security and Email – Firewall Concepts and Constituents – Benefits – Secure Physical Infrastructure.

UNIT V

E- Commerce in India- The Internet in India-Laws for E-Commerce in India.

Text Book

1. Kamallesh K. Bajaj and Debajaninag E-Commerce, Tata McGraw Hill Publications Co Ltd., New Delhi, 2nd Edition, 2016.

Reference Books:

1. S. Jaiswal: Doing Business on the Business on the Internet commerce, Galgotia Publication, 2011.
2. David Whitely: E-Commerce, Tata McGraw Hill Publications Co. Ltd., New Delhi, 2010.
3. Jaffrey F. Rayport, : E-Commerce, Tata McGraw Hill Publications Co. Ltd., New Delhi, 2012

| V SEMESTER | | | |
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| Core XV | ENTREPRENEURIAL DEVELOPMENT | | |
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UNIT-I

Entrepreneur -Definition – characteristics- functions of entrepreneur,types of entrepreneur-motivational factors- sociological and psychological factors

UNIT-II

Institution supporting entrepreneurs - EDP,NIESBUD, NewDelhi, ITCOT and SIPCOT in Tamil Nadu,Role of financial institutions in supporting entrepreneurs.

UNIT-III

Business plan – process of preparing a business plan – project report– essential of a project report – formatof a project report(sample project report)

UNIT-IV

Managerial skills required by entrepreneurs – sole proprietorship, partnership and company – MSME - SSI –Definition of small scale industrial undertakings- small and tiny enterprise – village industries

UNIT-V

Rural and women entrepreneurs - Opportunities for rural and women entrepreneur – problems faced by rural and women entrepreneur – role of SHG – reservation for small industries –prevention of industrial air and waterpollution–causeandpreventionofindustrialsickness

Text book:

Madhurimalall and ShikhaSahai, Entrepreneurship, Excel books, 2ndEdition,2009.

Reference Books:

1. Vasant Desai: Dynamics of Entrepreneurial Development, New Delhi: Wiley EasternLtd.,1990.
2. S.B.Srivastav:A Practical Guide to Industrial Entrepreneurs: New Delhi. Wiley EasternLtd.1990.
3. Gupta Srinivasan: Entrepreneurial Development – NewDelhi: Sultan Chand& Sons1990.
4. P. Saravanavel: Entrepreneurship Development – Principles, Policies and Programmes.NewDelhi:HimalayaPublishingHouse,1990.
5. T.V. Rao, and UdaiPareek; Developing Entrepreneurship – A Handbook, NewDelhi:McGrawHillPublicationsCo.Ltd.,1990.

| V SEMESTER | | |
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| Core XVI | TOTAL QUALITY MANAGEMENT | |

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UNIT-I

INTRODUCTION

Quality - Definition, Dimensions – Performance, Features, Reliability, Durability, Responsiveness, Conformance, Aesthetics, Service, Reputation - Quality statements – Vision, Mission and Quality policy – Total Quality Management - concepts, Framework – Benefits – Obstacles.

UNIT-II

TQM PRINCIPLES

Customer satisfaction – Types of customers – Internal Customers and External customers – Customer perception of quality – customer service and its elements – Employee involvement – Motivation, Empowerment – Teams, Recognition and Reward, Continuous process improvement – Juran Trilogy, 5S Principles – Supplier Partnership – Principles of customer / Supplier relations.

UNIT-III

STATISTICAL PROCESS CONTROL

Meaning and Significance of statistical process control – Pareto diagram – Fish born diagram – Scatter diagram – Check sheet – Histogram – Flow chart – Control chart – Variables and Attributes – Process Capability – Concept of Six Sigma.

UNIT-IV

TQM TOOLS

Benchmarking – Reasons to benchmark – Benefits – Benchmarking Process – Quality function deployment – House of Quality, Benefits, Quality function deployment process – Failure Mode Effect Analysis (FMEA) – Stages of FMEA – Total Productive Maintenance – Concepts, Types of maintenance.

UNIT-V

QUALITY SYSTEMS

Introduction to ISO – Need for ISO, ISO 9004:2000 – Quality Management Systems - Elements – Implementation of quality systems, Documentation – Quality Audits - ISO 14000 – Concept, Requirements and Benefits.

REFERENCE BOOKS:

1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H.Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, RashmiUrdhwareshe, Total Quality Mangement, Revised Third Edition, Pearson Education, 2011.
2. Shridhara Bhat K. Total Quality Management – Text and Cases, Himalaya Publishing House, II Edition 2010.

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| V SEMESTER | | |
| DSE I A | FINANCIAL SERVICES | |

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UNIT I

Financial Services – Meaning – features – importance – Scope – causes of financial innovation – New financial products and services - problems faced by financial servicesector.

UNIT II

Merchant Banking – Definition – Origin – Merchant Banks Vs. Commercial Banks – Services of Merchant Banks – Problems of MerchantBanks–ScopeforMerchantBankinginIndia.

UNIT III

Hire Purchase – Meaning – features – Hire Purchase Agreement – Rights of Hire – Accounts for Hire Purchase – Leasing Features – Types of Leasedrawbacksofleasing–HirePurchaseVs.Leasing

UNIT IV

Factoring – Meaning – terms and conditions – functions – types – FactoringVsDiscounting–benefits-creditrating

UNIT V

Venture Capital – concept – Definition – Features – importance – mutual funds and itstypes.

TEXT BOOK

Essentialof Financial Services, Dr.S.Gurysamy, Tata McGraw-Hill EducationPrivateLimited,NewDelhi–110008

REFERENCE BOOK

1. Financial Services in india, G. Ramesh Babu, concept publishing company, 1/15-16, commercial Block, Mohan Garden, NewDelhi-110059
2. Financial services in Inida concept and applications, Rajesh Kothari, Sage Publications India Pvt. Ltd., New Delhi -110044
3. Financial Services, NaliniPravaTripathy, Prentice-Hall of India Limited, New Delhi -110015
4. Financial Services, M.Y. Khan, McGraw Hill Education (India) Private Limited, New Delhi 110016
5. Financial Services, ThummuluriSiddaiah, Dorling Kinersley (India) Pvt. Ltd. LicenseesofPearsonEducationinsouthAsia,NewDelhi–110017
6. Financial Markets and Financial Services in India, Benson Kunjukuju, New Delhi CenturyPublication.

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| V SEMESTER | | |
| DSE I B | MODERN BANKING | |

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UNIT I

Origin of Banking - Classification of Banks - Commercial Banks - Functions of Commercial Banks - Primary Functions & Secondary Functions - Role of Commercial Banks in Economic Development

UNIT II

Reserve Bank of India - Functions - Management - Methods of Credit Control - Reserve Bank and Agricultural Credit - Banking Regulation Act 1949- Major Provisions of the Banking Regulation Act 1949

UNIT III

Banker - Customer - Banker Customer Relationship - Special Type of Customers - Minor - Married woman - Drunkard - Lunatics - Illiterate Persons - Partnership Firm - Joint Stock Company - Bank Accounts - Type of Accounts - Steps in Opening Accounts - Deposit Collection - Types of Deposits

UNIT IV

E-Banking - Meaning - Services - Internet Banking - Mobile Banking - Telephone Banking - Electronic Funds Transfer System - ATM - Functions of ATM - Credit Cards - Debit Cards.

UNIT V

Islamic commercial Banking – Islamic appraisals of conventional banking – operating structure of Islamic banks – models of Islamic banking – sources and application of funds.

Text book:

E .Gorden and K.Natarajan, Banking theory law and practice, 2nd Edition, Himalaya Publishing House, 2016

Reference Books:

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Reddy and Appanaiah, Theory and Practice of Banking, M/S.Himalaya Publishing House, Mumbai.
3. Muhammed Haneef , Islamic banking theory and practice, Create independent publisher.

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| V SEMESTER | | |
| DSE I C | INVESTMENT ANALYSIS | |

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Unit – I: Introduction of Investment

Nature and scope of investment -objectives of investment- importance of investment analysis basics of Investment- Characteristics of Speculation and Gambling –role and functions of investment /speculation/Gambling- Investment verses financing –Investment Process-growing popularity of investment

Unit – II: Investment Categories

Investment Categories– Money Market Instruments – Bond/Debentures -Equity Shares – Mutual Funds– Financial Derivatives - Investment avenues – meaning-types of investment-investment alternatives -advantages – investing real estate-commodities – mutual funds-types of funds characteristics - sources of financial information.

Unit - III: Investment Analysis

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis –concept of industry – Industry Growth Cycle - Company analysis-changes in the financing Patterns of Indian companies- return and risk investment analysis

Unit – IV: Methods of Portfolio Analysis

Technical Analysis – Basic technical assumption-Technical vs. Fundamental Analysis-Portfolio Analysis - Introduction – objectives- portfoliovaluation of securities - fixed income securities, preference shares and convertible securities - variable income securities-evaluation of portfolio performance

Unit – V: Investment Companies in India

Investment by individuals - investments policies of individuals – investment companies-types of investment companies- open ended investment companies- closed ended investment companies Tax saving schemes in India.

References

1. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publications Pvt. Ltd, New Delhi. 2001.
2. YogeshMaheswari, Investment Management, Phi, Delhi, 2011
3. Bhalla V K, Investment Management: Security Analysis and Portfolio Management, S Chand, New Delhi, 2009
1. Prasanna Chandra, Portfolio Managemet, Tata Mcgraw Hill, New Delhi, 2008.

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| V SEMESTER | | |
| DSE II A | INTEGRATED MARKETING COMMUNICATIONS | |

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UNIT-I Introduction to Integrated Marketing Communications – Definition – Impact of external factors on Marketing Communications – Driving forces of IMC – Benefits of IMC – The Process of achieving integration.

UNIT-II Advertising – Definition – Functions of Advertising – Advantages and Limitations of advertising – Types of Advertising – AIDA model of Advertising process – The Lavidge and Steiner Model of advertising process.

UNIT-III Media Plan – Media strategy and scheduling – Design and execution of advertisements – Message development – Types of Appeal – Print, Radio, TV and web advertisements – Measuring Impact of advertisements.

UNIT-IV Personal Selling – Meaning – Functions – Process – Evaluation – Compensation – Sales Promotion – Objectives of Sales promotion – Sales promotion techniques – Consumer oriented sales promotion – Trade oriented sales promotion – Sales force promotion.

UNIT-V Public Relations – Meaning – Definition – Functions – Process of Public relations – Advantages and Disadvantages – PR tools and techniques – Publicity - Publicity Vs Public relations – Social publicity – Web Publicity and Social media.

REFERENCE BOOKS:

1. George E Belch and Michael A Belch, Advertising & Promotion, Tata McGraw Hill, 10th edition, 2014.
2. S.H.H. Kazmi and Sathish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3rd Revised edition, 2008.

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| V SEMESTER | | |
| DSE II B | RETAIL MANAGEMENT | |

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UNIT I

Retailing – Types of retailers – Levels of service offered by retailers – Selfservice–Selfselection–Limitedservice–Fullservice

UNIT II

Major retailer types – Specialty store– Department Store – Supermarket–ConvenientStore-Superstore–Catalogshowroom

UNIT III

Non store retailing – Direct selling – Direct Marketing – Automatic Vending – Buying Service

UNIT IV

Corporate retailing - Major types of retail organization – corporatechain store – voluntary chain – franchisee organization – Merchandising conglomerate

UNIT V

Decisions – Marketing Decisions – Target Market – Services – Store atmosphere – price decision – promotion decision – place decision

Text Book:

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2008.

Reference Book:

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4thEdition2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press,2007.

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| V SEMESTER | | |
| DSE II C | BRAND MANAGEMENT | |

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Unit – I Introduction to Branding and Brand Value

Brand –definitions- Concepts-characteristics- Importance of brands -challenges and opportunities-Brand Management- brand management Process-principle element of branding-characteristics of good branding name - marketing advantages of strong brands-impact of brands in markets, society and business

Unit – II Brand Image and Brand Positioning

Brand information - brand values – brand image –characteristics of a brand image-Product Labeling brand identity elements - Product Brand Identity- corporate brand identity - brand system –role of brand system -brand loyalty- brand positioning-meaning- Positioning slot-Identifying and implementing brand positioning.

Unit – III Brand Strategy and Brand Model

Brand strategy- service brand strategy-Designing and implementing brand Strategies-concepts of brand Strategy- need of the brand Strategy –brand strategy decision- brand strength- brand spectrum - advantages - disadvantages - Managing Brand Portfolios- Brand Reinforcement Strategies- importance of brand model-types of brands

Unit – IV Brand Communication and Brand Extension

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions-Brand Adoption Practices – brand Extensions -Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

Unit – V Brand Performance and Brand Equity

Define the concepts of brand performance-e-brands- global brands -elements of global branding- brand equity - concepts of brand equity- customer based brand equity-brand knowledge-sources of brand equity- four steps of brand building-process and methods of measuring brand performance

Text & Reference Books:

1. Chunawalla .S.A, Brand Management, Himalaya publishing house,2010.
2. Kapferer J.N, Strategic Brand Management, 4th edition, Kogan Press, 2008.
3. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2001.

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| V SEMESTER | | |
| SEC V | BUSINESS ANALYTICS | |

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Unit – I

Business Analytics – Introduction - Purpose – Components of Business Analytics – Business Context, Data Science and Technology – A categorization of analytical Methods and Models – Descriptive Analytics, Predictive analytics and Prescriptive analytics.

Unit – II

Business Analytics in practice – Financial analytics, Human Resource analytics, Marketing Analytics, Health care analytics, Supply chain analytics, Sports analytics and Analytics for Government and Non profits.

Unit – III

Big data Analytics – Web and Social media analytics – Machine learning Algorithms - types – Supervised learning Algorithm , Unsupervised learning Algorithm, Reinforcement learning Algorithm and Evolutionary learning Algorithm – Framework for data driven decision making – Analytics capacity building – Roadmap for Analytics capacity building.

Unit – IV

Descriptive Analytics – Data types – Structured and Unstructured data – Cross sectional, Time series and Panel data – Types of Measurement scales – Nominal, Ordinal, Interval and ratio – Measures of Central tendency (Mean, Median and Mode) – Measures of Variation (Range , Inter quartile Distance, variance and Standard deviation) - Measures of shape (Skewness and Kurtosis).

Unit – V

Data Visualization – Overview – Effective Design techniques – Tables – Table design principles and Cross -tabulation – Charts – types of charts – Advanced data visualization – Data dashboards – Applications of data dashboard.

Reference Books:

1. Kumar, U. D. (2017). *Business analytics: The science of data-driven decision making*. Wiley.
2. Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2020). *Essentials of Business analytics*. Cengage Learning.

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| VI SEMESTER | | |
| Core XVII | STRATEGIC MANAGEMENT | |

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UNIT-I

Strategic management –Concept –Strategic decision making process – strategic intent - Vision– Mission– Strategies–Policies–Corporate governance and Social responsibility.

UNIT-II

Environmental scanning – Characteristic of Environment – Types – InternalEnvironment–ExternalEnvironment–SWOTAnalysis.

UNIT-III

Strategic Alternatives – Corporate level strategies – Business level strategies - Functional level strategies – Industry analysis – ETOP.

UNIT-IV

Strategic choice – BCG Growth Share Matrix – GE Business screen – International portfolio Analysis – Corporate Value Chain Analysis.

UNIT-V

Strategic Implementation& controlling– Programs – Budget – Procedures– AchievingSynergy–StrategicEvaluationProcessandControl.

Text Book:

1. Thomas L. Wheelen&J.David Hunger Strategic Management and Business Policy Towards Global Sustainability, Pearson Education, 13thEdition,2015.

Reference Books:

1. Dr.DharmaBir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley,2012.
2. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition,2012.

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| VI SEMESTER | | |
| Core XVIII | BUSINESS ETHICS | |

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UNIT 1: Introduction to Business Ethics: Meaning - Definition and Characteristics –Principles- Importance of Ethics in Business- Approaches – Ethical theories – Cognitivism versus Non Cognitivism and Consequentialism versus non consequentialism - Ethical Performance in business.

UNIT 2: Corporate social responsibility: Nature of CSR – Types of social responsibility – Company and its social responsibilities – CSR Principles and strategies – Important CSR activities in India- CSR obligations towards society.

UNIT 3: Marketing and Financial Ethics- Ethical dilemmas in marketing- Unethical Marketing Practices- Advertising Ethics – Ethics in finance – Code of Ethics in finance – Creative accounting – Importance and issues.

UNIT 4 : Work place ethics: Discrimination – Gender equality – Harassment- Whistle blowing Versus Organization Loyalty – Role of management in inculcating workplace ethics - Employee code of conduct – Importance – Ethical leadership.

UNIT 5: Corporate Governance: Need - Principles - Important issues in Corporate Governance – Role of board of directors – Audit committees – Protection of stakeholders

REFERENCE BOOKS:

1. Nirmala, K., & REDDY, B. K. (2013). *BUSINESS ETHICS AND CORPORATE GOVERNANCE*. HIMALAYA Publishing House.
2. Weiss, J. W. (2014). *Business ethics: A stakeholder and issues management approach*. Berrett-Koehler Publishers.

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| VI SEMESTER | | |
| Core XIX | INTERNATIONAL BUSINESS | |

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UNIT I

International Business an overview – Stages of internationalization – goal of international business – Theories of international Trade.

UNIT II

International Marketing – International Business Environment - International Trade policy and procedures – Mode of entry.

UNIT III

International Trade Blocks and Business Centers – North American Free Trade Agreement (NAFTA) – ASEAN – SAARC – ESCAP – APEC – SAPTA – Implications of Trade Blocks for Business.

UNIT IV

International Financial institutions – International Monetary Fund – World Bank – UNCTAD – International Finance Corporations – Future of Global business

UNIT V

Globalization – GATT- World Trade Organisation – World Trade Organisation and India - global strategic Management – Ethics in Global business

Text book:

1. P. SubbaRao, International Business, Himalaya Publishing House, 4th Revised Edition, 2015.

Reference Book:

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010.
2. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.

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| VI SEMESTER | | |
| DSE III A | PERFORMANCE MANAGEMENT | |

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UNIT-I: Introduction –Performance -Components of Performance- – Performance Management-Definition-Aims of Performance Management-Essentials of Performance Management-Importance of Performance Management-Benefits of Performance Management-Performance Management Cycle.

UNIT-II: Performance Management System-Definition –Features of Performance Management System-Conceptual models of Performance Management System – Performance Counselling-Components of Performance Counselling-Types of Performance Counselling-Conditions for Effective Counselling

UNIT-III: Performance Management process-Characteristics, Phases of Performance Management-Performance Planning-Objectives of Performance Planning at different levels-Key Concepts involved in Performance Planning-Performance Managing.

UNIT-IV: Performance Appraisal-Definition-Methods of Performance Appraisal-Checklist Method, Ranking Method, Essay method, Field Review method, Graphic rating scale method,Annual Confidential Report, BARS, MBO,AssessmentCentres, 360 degree Appraisal.

UNIT-V: Mentoring – Functions of Mentoring -Skills required for Mentoring - Types of Mentoring - Stages of Mentoring – Coaching – Functions of a coach–Essentials of Coaching-Performance Monitoring-Objectives-Process of Performance Monitoring-Methods of Performance Monitoring.

Reference:

1. Eppgpathshala-

<https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610>

Reference Books:

1. Fundamentals of Human Resource Management – David A.DeCenzo& Stephen P.Robbins. – Wiley 8th Edition.
2. Human Resource Management – BiswajeetPattanayak- PHI 3rd Edition.

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| VI SEMESTER | | |
| DSE III B | COMPENSATION MANAGEMENT | |

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UNIT-I: Introduction – Compensation –Compensation Management – - Definition-Objectives of Compensation Management-Principles of Compensation Management-Stakeholders in Compensation Management-Process of Compensation Management

UNIT-II: Compensation Theories-Economic theories – Behavioural Theories-Factors influencing Compensation Management- – Equity in Compensation Management-Concepts of Job Evaluation- Objectives of Job Evaluation-Process of Job Evaluation-Techniques of Job Evaluation.

UNIT-III: Wage Determination Models-Internal Labour Market Model, Insider-Outsider Model, Human Capital Model, Matching Model, Competitive Model-Determinants of Compensation-Designing Compensation Structure-Compensation systems planning-Designing a Compensation System.

UNIT-IV: Meaning of Wages & Salaries -Methods of Remunerating Labor-Time rate System-Advantages & Disadvantages –Piece Rate System-Advantages & Disadvantages –Different Incentive Plans- Methods of Remunerating Employees-Factors affecting Wages & Salary structure.

UNIT-V: Fringe Benefits – Definition - Types of Fringe Benefits - Voluntary Benefits – Statutory Benefits– Stock Based Compensation-Kinds of Stock Based Compensation-Methods to measure Stock Based Compensation-Activities involved in Stock Based Compensation –Executive Compensation-Principles of Executive Compensation.

Web Reference:

Egpathshala- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610>

Reference Books:

1. Essentials of Human Resource Management & Industrial Relations – P.Subba Rao., Himalaya Publishing House.
2. A Text book of Human Resource Management – C.B.Mamoria., S.V.Gankar., Himalaya Publishing.

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| VI SEMESTER | | |
| DSE III C | ORGANIZATION CHANGE AND DEVELOPMENT | |

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UNIT-I: Introduction –Change –Types of Change – Forces to Change- Managing the Change process-Organizational Change - Change Agent-Role of Change Agent- Resistance to Change-Overcoming Resistance to Change.

UNIT-II: Levels of Organizational Change –Managing Change at Individual Level –Managing Change at System Level-Organizational Development Interventions at System level- Structural Intervention-Task Intervention.

UNIT-III: Organizational Change Models-Kurt Lewin Model-Kotter Model-System Model-Action Research Model-BlurkeLitwin Model-Change in Unionized Workplace-Labour Management Co-operation to Change-Labour Management Partnership-Unions and Eight step Change Model.

UNIT-IV: Meaning of Organizational Development –Definitions – Characteristics of Organizational Development – EssentialComponents of Organizational Development-Effective learning as a focal area in OD – Guidelines for the success of OD Strategy.

UNIT-V: OD Process-Meaning-OD process Management Model-Components of OD Process-Comprehensive OD technique –Meaning-Techniques of OD-Stream Analysis, Survey Feedback, Appreciative Inquiry, Grid Organization Development.

Web Reference:

Egppathshala- <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=1610>

Reference Books:

1. Organizational Behaviour – L.M.Prasad., Sultan Chand & Sons
2. Organizational Behaviour – Stephen P.Robbins, Timothy A.Judge, Neharika Vohra., Pearson`s 14th Edition.

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| VI SEMESTER | | |
| DSE IV | PROJECT | |
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Objectives:

At the end of the semester the students should be able to:

1. Identify the potential areas of research in his/her field;
2. Collect data from various sources including the internet, analyse them, make new connections and link them to life;
3. Read and write originally and usefully.

Guidelines:

1. The project may be done individually or in groups not exceeding five per group.
2. The minimum length of the project should be 30 pages in A4 size.
3. Marks for the project report will be 100 divided as **80% for the presentation of project and 20% for viva-voce.**
4. **Evaluation scheme:**
5. The project will be evaluated by both Internal and External Examiners. Each Examiner will evaluate for 100 marks. The allocation of marks for project is as follows:

| Project | Internal | External |
|---|-----------------|-----------------|
| Word of title | 5 | 5 |
| Objectives / Formulation including Hypothesis | 5 | 5 |
| Review of literature | 10 | 10 |
| Relevance of project to social needs | 5 | 5 |
| Methodology / Technique / Procedure adopted | 20 | 20 |
| Summary / Findings / Summation | 5 | 5 |
| Works cited / Annexure / Footnotes | 10 | 10 |
| Total | 60 | 60 |

| VI SEMESTER | | |
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| SEC- VI | RISK MANAGEMENT AND INSURANCE | |
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UNIT I: INTRODUCTION OF RISK

Definition Of Risk – Concept Of Risk – Risk Vs Uncertainty –types of risk – pure risk and its management – financial risk and its management – rationale for risk management- risk management objectives - process

UNIT II : INTRODUCTION OF INSURANCE

Insurance - Basic Characteristics – Comparison Between Insurance , Gambling and Hedging – Principles of Insurance - Cost And Benefits Of Insurance – Elements Of an Insurable Risk- Kinds of Insurance

UNIT III: INSURANCE CONTRACTS & LAWS

Insurance Contracts – Important Features – Insurance Act 1938 – Life Insurance Corporation Act 1956 – General Insurance Business Act 1972 – IRDA Act 1999 – Schedules To the IRDA Act

UNIT IV: INSURANCE COMPANY OPERATIONS

Insurance company operations – Rating and Rate making – Underwriting – Production – Claim Settlement – Reinsurance – Investments – Other insurance company functions

UNIT V: INSURANCE AND ECONOMY

The Economic Importance Of Insurance – Contributions To Indian Economy – Role Of Insurance In The Economic System – Insurance Sector Reforms – Insurance Players In India

REFERENCE BOOKS:

1. Rejda, G. E. (2011). *Principles of risk management and insurance*. Pearson Education India.
2. Skipper, H. D. (2008). *Risk management and insurance: perspectives in a global economy*. John Wiley & Sons.
3. Gupta, P. K. (2011). *Insurance and risk management*. Himalayan Books.