

**THIRUVALLUVAR UNIVERSITY**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**DEGREE COURSE**  
**CBCS PATTERN**

(With effect from 2012 - 2013)

**The Course of Study and the Scheme of Examinations**

S.No.	Part	Study Components		Ins. hrs /week	Credit	Title of the Paper	Maximum Marks		
		Course Title					CIA	Uni. Exam	Total
<b>SEMESTER I</b>									
1	I	Language	Paper-1	6	4	Tamil/Other Languages	25	75	100
2	II	English	Paper-1	6	4	English	25	75	100
3	III	Core Theory	Paper-1	4	3	Principles of Management	25	75	100
4	III	Core Theory	Paper-2	5	4	Business Mathematics & Statistics I	25	75	100
5	III	ALLIED -1	Paper-1	7	4	(to choose any 1 out of 4) A. Business Organization B. Principles of Insurance C. Farm Management D. Business Ethics	25	75	100
6	IV	Environ. Studies		2	2	Environmental Science	10	40	50
				<b>30</b>	<b>21</b>		<b>135</b>	<b>415</b>	<b>550</b>
<b>SEMESTER II</b>									
7	I	Language	Paper-2	6	4	Tamil/Other Languages	25	75	100
8	II	English	Paper-2	4	4	English	25	75	100
9	III	Core Theory	Paper-3	5	4	Financial Accounting	25	75	100
10	III	Core Theory	Paper-4	4	4	Business Mathematics & Statistics II	25	75	100
11	III	ALLIED-1	Paper-2	7	6	(to choose any 1 out of 4) A. Organizational Behaviour B. Principles of Banking System C. Time Management D. Fundamentals of Computer	25	75	100
12	IV	Value Education		2	2	Value Education	10	40	50
13	IV	Soft Skill		2	1	Soft Skill	10	40	50
				<b>30</b>	<b>25</b>		<b>145</b>	<b>455</b>	<b>600</b>

## B.B.A.: Syllabus (CBCS)

S.No.	Part	Study Components		Ins. hrs /week	Credit	Title of the Paper	Maximum Marks		
		Course Title					CIA	Uni. Exam	Total
<b>SEMESTER III</b>									
14	III	Core Theory	Paper-5	5	4	Production Management	25	75	100
15	III	Core Theory	Paper-6	5	5	Management Accounting I	25	75	100
16	III	Core Theory	Paper-7	4	3	Strategic Management	25	75	100
17	III	Core Theory	Paper-8	4	3	Managerial Economics	25	75	100
18	III	ALLIED-2	Paper-3	7	4	(to choose any 1 out of 4) A. Tourism Management B. Services Marketing C. Business Communication D. Office Management	25	75	100
19	IV	Skill based Subject	Paper-1	3	3	Customer Relationship Management	15	60	75
20	IV	Non-major elective	Paper-1	2	2	Management Concepts	10	40	50
				<b>30</b>	<b>24</b>		<b>150</b>	<b>475</b>	<b>625</b>
<b>SEMESTER IV</b>									
21	III	Core Theory	Paper-9	6	3	Materials Management	25	75	100
22	III	Core Theory	Paper-10	6	4	Management Accounting II	25	75	100
23	III	Core Theory	Paper-11	6	3	Business Environment	25	75	100
25	III	ALLIED-2	Paper-4	7	6	(to choose any 1 out of 4) A. Project Management B. Hotel Management C. Reward Management D. Organizational Psychology	25	75	100
26	IV	Skill based Subject	Paper-2	3	3	Total Quality Management	15	60	75
27	IV	Non-major elective	Paper-2	2	2	Training Development	10	40	50
				<b>30</b>	<b>21</b>		<b>125</b>	<b>400</b>	<b>525</b>
<b>SEMESTER V</b>									
28	III	Core Theory	Paper-12	7	5	Financial Management	25	75	100
29	III	Core Theory	Paper-13	7	5	Marketing Management	25	75	100
30	III	Core Theory	Paper-14	7	5	Human Resource Management	25	75	100
32	III	Elective	Paper-1	6	3	Business Law	25	75	100
33	IV	Skill based Subject	Paper-3	3	3	E-Business	15	60	75
				<b>30</b>	<b>21</b>		<b>115</b>	<b>360</b>	<b>475</b>

## B.B.A.: Syllabus (CBCS)

S.No.	Part	Study Components		Ins. hrs /week	Credit	Title of the Paper	Maximum Marks		
		Course Title					CIA	Uni. Exam	Total
<b>SEMESTER VI</b>									
34	III	Core Theory	Paper-15	5	5	Cost Accounting	25	75	100
35	III	Core Theory	Paper-16	5	5	Industrial Relations and Labour laws	25	75	100
36	III	Core Theory	Paper-17	9	8	Major Project	25	75	100
37	III	Elective	Paper-2	4	3	Computer Application in Business	25	75	100
38	III	Elective	Paper-3	4	3	Entrepreneurial Development	25	75	100
39	IV	Skill based Subject	Paper-4	3	3	Creativity and Innovation Management	15	60	75
40	V	Extension Activities		0	1	Extension Activities	50	0	50
		<b>Total</b>		<b>30</b>	<b>28</b>		<b>190</b>	<b>435</b>	<b>625</b>

Part	Subject	Papers	Credit	Total credits	Marks	Total Marks
Part I	Languages	2	4	8	100	200
Part II	English	2	4	8	100	200
Part III	Allied (Odd Semester)	2	4	8	100	200
	Allied (Even Semester)	2	6	12	100	200
	Electives	3	3	9	100	300
	Core	17	(3-7)	73	100	1700
Part IV	Environmental Science	1	2	2	50	50
	Soft Skill	1	1	1	50	50
	Value Education	1	2	2	50	50
	Lang. & Others/NME	2	2	4	50	100
	Skill Based	4	3	12	75	300
Part V	Extension	1	1	1	50	50
	<b>Total</b>	<b>38</b>		<b>140</b>		<b>3400</b>

**THIRUVALLUVAR UNIVERSITY**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**SYLLABUS**  
**UNDER CBCS**  
(With effect from 2012 - 2013)  
**SEMESTER I**  
**PAPER – 1**  
**PRINCIPLES OF MANAGEMENT**

**UNIT-I**

Management - Importance - Definition - Nature and Scope of Management Process - Role and function of a Manager - Levels of Management - Management Art or Science - Management as a Profession.

**UNIT-II**

Planning - Nature - Importance - Forms - Types - Steps in Planning - Objectives - Policies - Procedures - and Methods - Decision making - Process of decision making - Types of decision.

**UNIT-III**

Organizing - Types of Organization structure - Span of Control - Use of Staff units and committees - Departmentalization - Informal Organization.

**UNIT-IV**

Authority - Delegation - Decentralization - Difference between authority and power - Uses of authority - Staffing - Sources of recruitment - Selection process - Training - Direction - Nature and purpose of Directing - Motivation.

**UNIT-V**

Co-ordination - Need of co-ordination - Types - Techniques - Distinction between co-ordination and co-operation - Controlling - Meaning and importance of Controls - Control Process.

**Text Books**

1. P.C. Tripathi & P.N. Reddy - Principles of Management - Tata McGraw-Hill
2. Hanagan - Management Concepts & Practices - MacMillan India Ltd.
3. Dr. N. Perma - Business Management.
4. Massie - Essentials of Management - Prentice - Hall of India
5. Prasad L.M. - Principles and Practice of Management
6. J. Jayasankar - Principles of Management - Margham Pub.
7. R.N. Gupta - Principles of Management - S.Chand Pub.

**Reference Books**

1. Guptha CB - Business Management
2. Peter F. Drucker - Practice of Management
3. Harold Koontz, Aryasri & Heniz Weirich - Principles of Management - Tata McGraw-Hill
4. Hampton - Management
5. Stoner & Wankel - Management
6. Bender - Leadership from within Macmillan Ltd
7. D.P. Jain Business Organization and Management, Vrinda publications (P) Ltd.

**PAPER – 2**

**BUSINESS MATHEMATICS AND STATISTICS – I**

**Objectives**

To apply the concepts of Statistics and Mathematics in Business.

**UNIT-I**

Statistics - Definition - Scope and Limitation - Presentation of Data - Diagrammatic and Graphical Representation of Data.

**UNIT-II**

Measures of Central Tendency - Mean - Median and Mode - GM and HM - their Limitations.

**UNIT-III**

Measures of Dispersion - Range - Mean Deviation - Quartile Deviation - Standard Deviation - Coefficient Variation - Measures of Skewness.

**UNIT-IV**

Mathematics for Finance - Simple and Compound Interest Annuities - Discounts and Present values.

**UNIT-V**

Basic Calculus - Rules for Differentiation.

**Note : The proportion between theory and problems shall be 20:80**

**Books for Reference:**

1. J.K. Sharma - Business Statistics - Pearson Publications
2. P. Navaneetham - Business Statistics and Mathematics
3. P.R. Vittal - Business Statistics and Mathematics.

**ALLIED – 1**

**PAPER – 1**

**A. BUSINESS ORGANIZATION**

**UNIT-I**

Business - Meaning - Types of Business and Profession - Organization - Meaning and importance of Business Organization.

**UNIT-II**

Forms of Business Organization - Sole Trader, Partnership - Joint Hindu Family System - Joint Stock Companies - Co-operative Societies - Public Utilities and Public Enterprises.

**UNIT-III**

Location of Industry - Factors influencing location and size - Industrial Estates and District Industries Centre.

**UNIT-IV**

Stock Exchange - Functions - Working - Services - Regulations of Stock Exchange in India, Business combinations - Causes - Types - Effects.

**UNIT-V**

Trade Associations and Chamber of Commerce.

**Text and Reference Books:**

1. Bhusan Y. K - Business Organization.
2. Prakesh Jagadeesh - Business Organization and Management.
3. Reddy P. N. and Gulshan S. S. - Principles of Business Organization and Management.
4. Vasudevan and Radhaswami - Business Organization.
5. Chopra R. K - Office Management.
6. G. Prasad, C.D. Balaji - Business Organization.
7. M.C. Shukla - Business Organization & Management.

**PAPER – 1**

**B. PRINCIPLES OF INSURANCE**

**UNIT-I**

Definition of insurance - classification of Contracts of insurance - marine and non-marine - general principles of law as applied to non-marine insurance.

**UNIT-II**

Life Assurance - objects of life Assurance - principles of life Assurance - different plans of life Assurance and annuities - policy condition and privilege - assignment and nomination - lapses and revivals - surrender values and loans - claims - double insurance.

**UNIT-III**

Marine insurance - principles of marine insurance - functions of marine insurance - proximate clause - subrogation and contribution

**UNIT-IV**

Types of marine policy - clauses in general use - warranties - kinds of marine losses - reinsurance and double insurance.

**UNIT-V**

Fire insurance - principles of law as applied to fire insurance - the subject matter of fire insurance - fire waste - hazard types of fire policy - cover notes - surveys and inspection average - re-insurance - renewals.

**Text and Reference Books:**

1. Dr. B. Vardharajan - Insurance Vol 1 and 2. - Tamil Text Book.
2. R.S. Sharma - Insurance Principle & Practice - Vara Bombay, 2006.
3. A. Murthy - Elements of Insurance Risk management & Insurance - Harrington, 2006 - Tata McGraw Hill pub.



**PAPER – 1**

**C. FARM MANAGEMENT**

**UNIT-I**

Introduction: Decision - making process; Occupation of Farming.

**UNIT-II**

Tools of Decision Making : Economic Principles and farm Management - co-operatives in farming - Farm records - purposes and description - Income and net worth Statements - Analysis of Records - Farm Budget - Risk and Uncertainty in Farming.

**UNIT-III**

Acquisition and organization of the factors of production.

Acquisition of capital - Acquisition of land - Size of Farm - Selection and Combination of Enterprise.

**UNIT-IV**

Managing the organized farm : Crop Management - soil and water management - live stock management - management of labor - Management of Machinery - Farm Buildings Management and Farm layout - income tax Management - credit management.

**UNIT-V**

Influence of change on farm organization and Management : Farmer Adjustment in a changing world.

**Text and Reference Books:**

1. Emery N. Castle Manning H. Beckor "Farm Business Management" Macmillan Company Fundamental of Farm Business Management by S.S. Johi and T.R. Kapur Kalyani Publishers, Ludhiana.

**PAPER – 1**

**D. BUSINESS ETHICS**

**UNIT-I**

Role and importance of Business Ethics and Values in Business - Definition of Business Ethics Impact on Business Policy and Business Strategy - Role of CEO - Impact on the Business Culture.

**UNIT-II**

Types of Ethical issues - Bribes - Coercion - Deception - Theft - Unfair Discrimination.

**UNIT-III**

Ethics internal - Hiring - Employees - Promotions - Discipline - Wages - Job Description - Exploitation of employees - Ethics External - Consumers - Fair Prices - False Claim Advertisements.

**UNIT-IV**

Ethics External - Environment Protection - Natural - Physical - Society - Relationship of Values and Ethics - Indian Ethos - Impact on the performance.

**UNIT-V**

Vendors - Government - Social Audit.

**Text Books:**

1. Memoria & Menoria - Business Policy
2. David J. Fritzsche - Business Ethics: A Global & Management Perspective - Tata McGraw-Hill
3. Ramaswamy Namakumari - Strategic Planning - Corporate Strategy - MacMillan India Ltd
4. Velasquez - Business Ethics - Prentice - Hall of India
5. Dr.S. Shankaran - Business Ethics & values

**Reference Books:**

1. Peter Madsen & Jay M. Shafritz - Essential of Business Ethics
2. Ken Smith and Phil Johnson - Business Ethics and Business Behavior.
3. Pratley - Essence of Business Ethics - Prentice - Hall of India.

**SEMESTER II**

**PAPER – 3**

**FINANCIAL ACCOUNTING**

**UNIT-I**

Accounting concepts - conventions - objectives of accounting - rules - principles of double entry system - journal - ledger - subsidiary books - purchases book, sales book, returns book and cash books.

**UNIT-II**

Trial balance - depreciation - need for depreciation - straight line and WDV methods of charging depreciation only.

**UNIT-III**

Preparation of trading, profit and loss account and balance sheet.

**UNIT-IV**

Accounting from incomplete records

**UNIT-V**

Company accounts - shares - issue, forfeiture and reissue - debentures - issue of debentures only.

**Text and Reference Books:**

1. Reddy & Murthy - Financial Accounting
2. Grewal. T.S - Introduction to Financial Accounting
3. Jain.S.P- Introduction to Financial Accounting
4. Maheswari.S.N - Financial and Management Accounting.
5. Bhattacharya- Financial Accounting for Business managers.
6. Gupta R.L and Radhaswamy - Advanced Accounting.
7. Shukla. M.C & Grewal .T.S- Advanced Accounting.
8. Tulsian - Financial Accounting - Tata McGraw-Hill Pub.
9. N. Vinayakam & B. Charrumathi - Financial Accounting
10. Dr. S. Ganeson & S.R. Kalavathi - Financial Accounting.

**PAPER - 4**

**BUSINESS MATHEMATICS AND STATISTICS – II**

**Objectives**

To apply the concepts of Statistics and Mathematics in Business.

**UNIT-I**

Matrix Theory - Operations on Determinants - Inverse of a Square Matrix (not more than 3<sup>rd</sup> order).

**UNIT-II**

Solving Simultaneous Equations using Matrix Method.

**UNIT-III**

Correlation - Scatter Diagram - Karl Pearson's Correlation - Concurrent Deviation Method - Rank Correlation - Uses of Correlation in Business Regression - Regression Lines - Regression Coefficients - Uses of Regression in Business Problems.

**UNIT-IV**

Time Series - Components of time Series - Measurement of Trend - Semi Average method - Moving Average method - Method of Least Squares - Measurement of Seasonal Variations - Simple Average Method - Ratio to Moving Average Method.

**UNIT-V**

Index Numbers - Weighted and UN weighted Index Numbers - Cost of Living Index Number - Test on index Numbers.

**Note : The proportion between theory and problems shall be 20 : 80**

**Books for Reference:**

1. J.K. Sharma - Business Statistics - Pearson Publications.
2. P. Navaneetham - Business Statistics & Mathematics.
3. P.R. Vittal - Business Statistics & Mathematics.

**ALLIED – 1**

**PAPER – 2**

**A. ORGANISATIONAL BEHAVIOUR**

**UNIT-I**

Organizational behavior - meaning - importance - historical development of organizational behavior - organization as a social system - socio-technical system - open system - factors influencing organizational behavior - environmental factors - constraints over organization and managerial performance.

**UNIT-II**

Meaning of group and group dynamics - reasons for the formation of groups - characteristics of groups - theories of group dynamics - types of groups in organization - group cohesiveness - factors influencing group cohesiveness - group decision making process - small group behavior-r.

**UNIT-III**

Leadership concept - characteristics - leadership theories - leadership styles managerial grid - leadership continuum - leadership effectiveness.

Motivation - concept and importance - motivators - financial and Non-financial - theories of motivation.

**UNIT-IV**

Management of change: meaning - importance - resistance to change - causes - dealing with resistance to change - concepts of social change and organizational causes - factors contributing to organizational change - organizational development - meaning and process.

**UNIT-V**

Organizational culture, conflict and effectiveness: organizational culture - concept - distinction between organizational culture and organizational climate - factors influencing organizational culture - morale - concept and types - managing conflict - organizational effectiveness - indicators of organizational effectiveness - achieving organizational effectiveness.

**Text and Reference Books:**

1. Rao, VSP and Narayana, P.S. - Organization Theory & Behavior - Konark Publishers Pvt. Ltd., Delhi, 1987.
2. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi, 1988.
3. Sekaran, Uma - Organizational Behavior-text & cases - Tata McGraw Hill Pub Ltd., New Delhi, 1989.
4. Robbins, P.Stephen - Organizational Behavior-concepts, controversies & Applications - Prentice Hall of India Ltd., New Delhi, 1988.
5. Luthans Fred - Organizational Behavior - McGraw Hill Publishers Co. Ltd., New Delhi, 1988.
6. Aswathappa. K. - Organizational behavior - HPH, Bombay.
7. J. Jayasankar - Organizational behavior.
8. S.S. Khanka - Organizational Behavior.

**PAPER – 2**

**B. PRINCIPLES OF BANKING SYSTEM**

**UNIT-I**

Introduction - origin of banks - definition of bank - types of bank - banking systems - unit bank - merits of units bank - demerits of unit banks - branch bank - its merits and demerits - financial system - components of financial system.

**UNIT-II**

Economic implication - monetary implications of modern banking operations - concept of social responsibility of banks - role of banks in primary, secondary and tertiary sector - modern functions of banks - Mixed Banking - Retail Banking - Wholesale Banking - Universal Banking.

**UNIT-III**

Reserve bank of India (central bank) - Commercial Banks - Cooperative Banks - flow of cooperative funds - Urban Cooperative Bank - Land Development - Banks - Development Bank - NABARD (National Bank for Agriculture and Rural Development) - Regional Rural Bank - Commercial Bank - EXIM bank

**UNIT-IV**

Functions of modern commercial banks - savings account - current account - difference between savings account and current account - fixed deposit - recurring deposit - granting of loan - clean loan - second loan - overdraft - cash credit.

**UNIT-V**

Factoring - lease finance - export finance - credit card - credit rating - e-business - e-commerce - e-banking - automatic teller machines.

**Text and Reference Books:**

1. Banking and financial system - B. Santhanam, Sundharam & Varshney.
2. Banking theory law and Practice - B. Santhanam
3. Banking Law & Practice - Kandasami . K.P.

**PAPER – 2**

**C. TIME MANAGEMENT**

**Objective**

The objective of this subject is to acquaint the students with concepts and techniques used in time management theory and to enable them to apply this knowledge in business decision making.

**UNIT-I**

Time management - definition - importance - functions - theory - basic principles - trivia.

**UNIT-II**

Planner - benefits of using a planner - time budget - time monitor - making schedules - time management model - management vs. leadership.

**UNIT-III**

Procrastination - definition - overcoming procrastination - creativity and its importance - job clarification - job purpose - identify key areas - identify targets.

**UNIT-IV**

First generation time management - notes - checklists - factors that define an activity - problem solving - cause and effect diagram.

**UNIT-V**

Second generation time management - calendars and appointment books - events schedule - activities in the future - third generation - idea of prioritization - setting goals.

**Text and Reference Books:**

1. The Seven of Habits effective people - Stephen R. Covey Simon & Schuster Publisher, 1990.
2. [www.ulrc.psu.edu](http://www.ulrc.psu.edu).
3. Managing Time for a Competitive Edge - Bhatia R.L - S.Chand.
4. Time management pocket book-Ian Fleming published by Research Press, distributed by East-West Books Madras, 1999.



**PAPER – 2**

**D. FUNDAMENTALS OF COMPUTER**

**UNIT-I**

Introduction - Characteristics of computers - Evolution and generation of computers - classification - computer system - Application of computers - Number systems - conversion between number systems - Binary coding -BCD - ASCII.

**UNIT-II**

Logic gates - Boolean algebra - computer architecture - CPU - memory - communication between various units of a computer system - storage devices - magnetic tape - magnetic disk - optical disk - CD-ROM.

**UNIT-III**

Input devices - Types - keyboard - mouse - output devices - classification of output - printers - plotters - monitors.

**UNIT-IV**

Computer program - Developing a program - Algorithm - Flowchart Program testing and debugging - Program documentation - Types of documentation - Characteristics of a good program - Computer languages - software.

**UNIT-V**

Internet basics - Evolution - Basic internet terms - Getting connected to internet - Internet applications - Electronic mail - How email works - searching the web - Internet and viruses.

**Text Book:**

Introduction to computer science, IITL Education solutions limited, Pearson education.

**SEMESTER III**

**PAPER – 5**

**PRODUCTION MANAGEMENT**

**UNIT-I**

Production System - Introduction - Production - Productivity - Production Management - Objectives of Production Management - Functions and scope of production management - Relationship of production with other functional areas.

**UNIT-II**

Production Planning and Control - Routing and Scheduling - Dispatching - Maintenance management - Types of maintenance - Breakdown - Preventive - Routine - Maintenance Scheduling.

**UNIT-III**

Plant Location - Introduction - Need for selecting a suitable location - Plant Location problem - Advantage of Urban, suburban and rural locations - Systems view of location - Factors influencing plant location.

Plant layout - Plant layout problem - Objectives - Principles of plant layout - Factors influencing plant layout - Types of layout.

**UNIT-IV**

Work and Method Study - Importance of work study - Work study procedures - Time study - Human considerations in work study - Introduction to method study - Objectives of method study - Steps involved in method study

Work measurement - Objectives of work measurement - Techniques of work measurement - Computation of standard time - Allowance - Comparison of various techniques.

**UNIT-V**

Quality Control - Types of inspection - Centralized and Decentralized - P chart - X chart - Construction - Control - TQM.

**Text Books:**

1. Saravanavel P and Sumathi S - Production and Materials Management.
2. Chunnawalla and Patel - Production and Materials Management.
3. Muhelmann Production and Operation Management MacMillan I Ltd.
4. Paneerselvam - Production and Operations Management - Prentice - Hall of India.
5. Martand T. Telsang - Production Management - S.Chand.

**Reference Books:**

1. Harding HA - Production Management.
2. Buffa Production Management.
3. Broom Production Management.
4. SN Chari - Production and Operation Management.
5. Khanna OP - Industrial Engineering and Management.
6. Adam and Ebert - Production and Operations Management - Prentice - Hall of India.

**PAPER – 6**

**MANAGEMENT ACCOUNTING – I**

**Unit-I**

Management Accounting – Definition, Objectives functions – Advantages and limitations – financial statement Analysis.

**Unit-II**

Ratio Analysis: Meaning, Definition – Significance and limitations – Classification – Liquidity, Solvency.

**Unit-III**

Ratio Analysis: Concept of ratio, Uses of Ratio – Turnover and Profitability Ratios.

**Unit-IV**

Fund Flow Analysis: Definition – Objectives, functions – concept of funds, sources and uses of funds – fund flow statement.

**Unit –V**

Cash flow Analysis: Meaning, Definition – Objectives, functions – Concepts of Cash flow – Cash Flow statement.

(Weightage of Marks, Problems – 80%, Theory – 20%)

**Reference Books:-**

1. S.N. Maheswarin – Management Accounting – Sultan Chand & Sons, New Delhi.
2. T.S. Reddy & Hari Prasad Reddy – Management Accounting – Marham Publications, Chennai.
3. Manmohan & Goyal – Management Accounting – Saithya Bhavan, Agra.
4. R.S. Pillai & Bhagavathi – Management Accounting – S. Chand & Co. Ltd, New Delhi.

**PAPER – 7**  
**STRATEGIC MANAGEMENT**

**UNIT-I**

The business system - objectives of the business - setting up and balancing the objectives mission - vision - goals strategic analysis of functional areas production - marketing - human resources - finance - analyzing corporate capabilities.

**UNIT-II**

Corporate strategy - nature and scope - process of strategic planning - formulation of strategy - project life cycle - portfolio analysis – SWOT.

**UNIT-III**

Generic strategic alternatives - horizontal, vertical diversification - active and passive alternatives.

**UNIT-IV**

External growth strategy - merger acquisition - amalgamation - joint venture - problems organizational structure and corporate development - line and staff function - evaluation of organization structure - management of change.

**UNIT-V**

Implementation of strategy - elements of strategy - leadership and organizational climate - planning and control of implementation.

**Text and Reference Books:**

1. Dr. C.B. Mamoria & Dr. Satish Mamoria, Business planning and policy (1987) Himalaya publishing house, Mumbai.
2. Kazmi - Business policy & Strategic Management - Tata McGraw-Hill pub.
3. Azhaskazmi, Business Policy.
4. S.C. Bhattacharya - Strategic Management Concepts & cases - S.Chand.

**PAPER – 8**

**MANAGERIAL ECONOMICS**

**UNIT-I**

Nature and Scope of Managerial Economics - Definition of Economics - Important concept of Economics - Basic Economic problem - Relationship between Micro and Macro economics - Managerial Economics - Nature and Scope - Objectives of the Firm.

**UNIT-II**

Theory of Consumer behaviour - Managerial Utility Analysis indifference curve and analysis. Meaning of Demand - Law of Demand - Types of Demand - Determinants of demand - Elasticity of Demand - Demand Forecasting.

**UNIT-III**

Production and Cost Analysis - Law of returns to scale and Economies of scale - Cost analysis - different cost concepts - Cost - output relationship - Short run and long run - Revenue curves of firms - Supply Analysis.

**UNIT-IV**

Pricing Methods and Strategies - Objectives - Factors - General Considerations of Pricing - Methods of pricing - Role of Government - Dual pricing - price Discrimination.

**UNIT-V**

Market forms - Market structure - Basis of Market classification - Output determination - Perfect Competition - Monopoly - Monopolistic Competition - Duopoly - Oligopoly.

**Reference Books:**

1. Mankar: Business Economics, Macmilan Ltd.,
2. Varshney RL and Maheshwari KL - Managerial Economics.
3. Yogesh Maheshwari - Managerial Economics - Prentice-Hall of India.
4. Gupta GS - Managerial Economics.
5. Jinghan M.L. - Micro Economics, Vrinda Publications (P) Ltd. (Theory).
6. Dean - Managerial economics - Prentice-Hall of India.
7. Peterson - Managerial Economics - Prentice-Hall of India.
8. Mote Paul Gupta - Managerial Economics – MGH.
9. Mehta P.L. - Managerial Economics.

**ALLIED – 2**

**PAPER – 3**

**A. TOURISM MANAGEMENT**

**UNIT-I**

Definition of tourism and the need for tourism. The birth, growth and development of tourism - factors influencing growth of tourism - tourism in India and abroad.

**UNIT-II**

Tourism - planning - need for planning - government's role in planning - tourism under five year plans. Tourism marketing - concepts and importance - marketing functions in tourism - tourist marketing mix.

**UNIT-III**

Tourism and culture - tourism and people: tourism and economic development - tourism and growth of related industry, tourism and employment.

**UNIT-IV**

Tourism pricing - methods of pricing - tourism promotion - advertising costs - steps in planning an advertising campaign - tourist publicity

**UNIT-V**

Tourism and government administrative systems - ministry of tourism - department of tourism - Indian tourism development corporation - world tourism organization - travel agents in India.

**Text and Reference Books**

1. Tourism and hotel industry in India - Anand M.M.
2. Perspectives of Indian Tourism in India - Clib SN.
3. Successful tourism management - Pran Nath Seth.
4. The management of tourism - Bukart A J.
5. The social implications of tourism development - Butler R W.

**PAPER – 3**

**B. SERVICES MARKETING**

**UNIT-I : MARKETING SERVICES**

Introduction Growth of the service sector. The concept of services. Characteristics of services - classification of services - designing of the service - blueprinting, using technology developing, human resources, building service aspirations.

**UNIT-II : MARKETING MIX IN SERVICE MARKETING**

The seven Ps: Product decision, pricing, strategies and tactics, promotion of services and placing or distribution methods for services. Additional dimension in services marketing - people, physical evidence and process.

**UNIT-III : EFFECTIVE MANAGEMENT OF SERVICE MARKETING**

Marketing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal orientation of service strategy.

**UNIT-IV : DELIVERING QUALITY SERVICES**

The customer expectations versus perceived service gap. Factors and techniques to resolve this gap.

Gaps in services - quality standards, factors and solutions - the service performance gap - key factors and strategies for closing the gap. External communication to the customers - the promise versus delivery gap - developing appropriate and effective communication about service quality.

**UNIT-V : MARKETING OF SERVICES**

Marketing of services – Financial – Health – Hospitality – Educational Services.



**Text and Reference Books:**

1. Service Marketing. The Indian experience- by Ravi Sankar, Manas Publicaitons, New Delhi.
2. Delivering Quality Services - Zeithaml Parasuraman and Berry. The free press Macmillia.
3. Excellence in services - S. Balachandran, Business Publishing House, Bombay.
4. Marketing of Non Profit Organization by Philip Kotler. Printice Hall of India (P) Ltd. India New Delhi.
5. Valerie Zeithaml - Service Marketing - Tata McGraw-Hill Pub.
6. Services Marketing - Dr. L. Natarajan.
7. Services Marketing & Management - Balaji. B - S.Chand.

**PAPER – 3**

**C. BUSINESS COMMUNICATION**

**UNIT-I**

Meaning and importance of Business Communication - Methods of Communication - Types of Communication - Communication Process - Objectives of Communication - Principles of Effective Communication.

**UNIT-II**

Business letters - Structure of a letter - Qualities of a good business letter - Business enquiries - Offer and Quotations - Orders - Execution of orders - Cancellation of orders - Letters of Complaints - Collection letters.

**UNIT-III**

Circular Letters - Bank correspondence - Insurance corresponding - Letters to the Editor - Application for Situations.

**UNIT-IV**

Correspondence of a company secretary - Preparation of Agenda and Minutes - Annual Reports.

**UNIT-V**

Communication media - Telephone, Telex, Telegram, Intercom, Fax, Pager and Cell Phones.

**Text and Reference Books:**

1. Rajendra Pal and Korlehalli - Essentials of Business Communication
2. Ramesh M. S. Pattan Shetty - Effective Business English and Correspondence
3. Pillai and Bagawathi - Commercial correspondence and office management.
4. Guffey - Essentials of Business Communication.
5. Gart Side L. - Modern Business correspondence.
6. Mazumder - Commercial correspondence.
7. Lesikar & Pettit - Business Communication.
8. Sharma Mohan - Business correspondence and Report writing.
9. N.S. Pandurangan, B. Santhanam - Business Communication.
10. R.S.N. Pillai & Bagavathi - Modern Commercial Correspondence.

**PAPER – 3**

**D. OFFICE MANAGEMENT**

**UNIT-I**

Meaning and scope -Function and qualifications of Office Manager -Poor and good organization Departments -Flow of Work -Organization Charts and manual

**UNIT-II**

Administrative arrangements and physical conditions - Centralization and Decentralization of Office services - Office Accommodation and Layout -Office Furniture - Meaning of Various terms - Basic pattern of work -Sub-division - Standardization and Standards - Work Measurement and control

**UNIT-III**

Office equipments - Reproduction equipments - Typewriter - Duplicators - Photo Copier - Franking Machine - Communication Equipments - Dictaphone - Intercom - Telephone - Telex - Teleprinters - PABX - PBX - STD - Storage equipments - Filing Cabinets - Time Clocks - Use of Computers in Office Management

Office System - Procedure - Routine - And methods - Paper work in office Filing functions - essentials of good filing systems - Central vs. Departmental Filing classification - Methods of filling Old and Modern - Micro filing - Indexing Types.

**UNIT-IV**

Mail service and communication - Office Correspondence - Central vs. Departmental Correspondence - Handling Mail - Postal Services - Postbag and Post Box Numbers - Registered and Insured Posts - VPP Communications - Oral written - Internal and external communication - Records Management Types - Forms Controls - Principles - Foremost - Continuous stationery

**UNIT-V**

Office Supervisor - Meaning and characteristics of Supervisor - Status - Place and Role of Supervisor - Effective Supervisor - Qualification - Knowledge and skill of Supervisor.

**Text Books:**

1. Chopra PK - Office Management
2. Arora SP - Office Management
3. Dr.T.S. Devanarayan, N.S.Raghunathan - Office Management
4. Pillai R.S.N, Bhagwathi. V - Office Management

**Reference Books:**

1. Denyer JC - Office Management.
2. Hicks CB and Place L - Office Practice and Management.
3. Littlefield CL and Peterson RL - Modern Office Management.
4. Leffingonnell - Office Management.
5. Mirza Ziaudeen - Office Management.

**SKILL BASED SUBJECT**

**PAPER – 1**

**CUSTOMER RELATIONSHIP MANAGEMENT**

**Objective:**

The objective of this course is to enable the students to understand the importance of satisfying the customer in today's competitive world.

**UNIT-I**

CRM – Introduction – Definition – Need for CRM – Complementary Layers of CRM – Customer Satisfaction – Customer Loyalty – Product Marketing – Direct Marketing.

**UNIT-II**

Customer Learning Relationship – Key Stages of CRM – Forces Driving CRM – Benefits of CRM – Growth of CRM Market in India – Key Principles of CRM.

**UNIT-III**

CRM Program – Groundwork for Effective use of CRM – Information Requirement for an Effective use of CRM – Components of CRM – Types of CRM.

**UNIT-IV**

CRM Process Framework – Governance Process – Performance Evaluation Process.

**UNIT-V**

Use of Technology in CRM – Call Center Process – CRM Technology Tools – Implementation – Requirements Analysis – Selection of CRM Package – Reasons and Failure of CRM.

**Text books:**

1. Customer relationship management, K.Balasubramaniyan, GIGO publication, 2005.
2. The essentials guide to knowledge management – E-business and CRM application, Amrit tiwana, Pearson education, 2001.

**Reference Books:**

1. E-business – Roadmap for success, Dr.Ravi Kalakota, Pearson education asia, 2000.
2. Business – The Dell way, Rebecca saunders, India book distributors, 2000.

**NON-MAJOR ELECTIVE**  
**PAPER – 1**  
**MANAGEMENT CONCEPTS**

**UNIT-I**

Management – Definition – Importance – Role and Function of a Manager.

**UNIT-II**

Planning – Nature – Purpose – Steps – Types – Merits and Demerits of Planning – MBO.

**UNIT-III**

Organisms – Purpose – Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Line and Staffs – Committee.

**UNIT-IV**

Directions – Leadership – Motivation – Communication Process of Communication – Barriers of Communication.

**UNIT-V**

Controllins – Concept of Control – Methods of Control – Co-ordination – Need – Principles – Approaches to achieve effective Co-ordination

**Text Books:**

1. L.M.Prasad – Principles and Practice of Management – Marsham Publication.
2. R.N.Gupta – Principles of Management - S.Chand Publication.

**SEMESTER IV**

**PAPER – 9**

**MATERIALS MANAGEMENT**

**UNIT-I**

Materials Management - Definition and Function - Importance of materials Management.

**UNIT-II**

Integrated materials management - The concept - Service function advantages - Inventory control - Function of inventory - Importance - Replenishment stock - Material Demand Forecasting - Material Requirement Planning MRP - Basis - Tools of Inventory Control - ABC - VED - FSN analysis - Inventory control of spares and slow moving items - EOQ and EBQ etc - Stores planning.

**UNIT-III**

Purchase Management - Purchasing - Procedure - Dynamic purchasing - Principles - Import substitution - International Purchase - Import purchase Procedure.

**UNIT-IV**

Store Keeping and Materials Handling - Objectives - Function of store keeping - Store responsibilities - Location of store house - Centralized store room - Equipment - Security measures - Protection and prevention of stores - Fire and other Hazards - Bincard - Stock Cards

**UNIT-V**

Vendor rating - Vendor development - Purchase Department - Responsibility - Buyer - Seller relationship - Value analysis - ISO - Types

**Text Books**

1. Saravanavel P and Sumathi S - Production and Materials Management
2. Chunnawalla and Patel - Production and Materials Management
3. Menon - Stores Management MacMillan
4. Paneerselvam - Production and Operations Management - Prentice - Hall of India
5. Gopalakrishnan - Materials Management - Prentice - Hall of India

**Reference Books**

1. Muhdnan - Production and Operation Management MacMillan
2. Dutta - Integrated Materials Management
3. Veb - Materials Management
4. England and Leenders - Purchasing and Materials Management
5. Varma - Materials Management
6. Gupta & Sharma - Management of system MacMillan India Ltd.



**PAPER – 10**

**MANAGEMENT ACCOUNTING – II**

**Unit-I**

Budget and Budgetary Control: Definition – Objectives – Uses and Limitations – Preparation of materials Purchase, Production, Sales, Cash and Flexible Budget – Zero Base Budgeting.

**Unit-II**

Capital Budgeting: Concepts – Nature – Advantages and Limitations – Ranking investment Proposals – Payback Period, ARR, NPV, present value Index.

**Unit-III**

Marginal costing: Definition – Advantages and Limitation – BVP – Margin of Safety – P/V Ratio – Key factor.

**Unit-IV**

Marginal Costing: Make or Buy decision – Selection of Product mix – changes in Selling price – Foreign market offer – desired level of profit.

**Unit-V**

Standard Costing: Definition – Features – Advantages – Limitation – Analysis of Variances – Materials Labour.

(Weightage of marks, Problems – 80% Theory - 20%)

**Reference Books:**

1. S.P. Gupta – Management Accounting – Sultan Chand & Sons, New Delhi.
2. T.S. Reddy & Hari Prasad Reddy – Management Accounting – Marham Publications, Chennai.
3. R.S.N. Pillai & Bhagavathi – Management Accounting – S. Chand & Co. Ltd., New Delhi.
4. S.P. Jain and Narang – Cost Accounting – Kalyani Publishers, New Delhi.

**PAPER – 11**  
**BUSINESS ENVIRONMENT**

**UNIT-I**

The concept of Business Environment - Its nature and significance - Brief overview of political - Cultural - Legal - Economic and social environments and their impact on business and strategic decisions.

**UNIT-II**

Political Environment - Government and Business relationship in India - Provisions of Indian constitution pertaining to business

**UNIT-III**

Social Environment - Cultural heritage - Social attitudes - impact of foreign culture - castes and communities - Joint family systems - Linguistic and Religious groups - Types of Social Organization

**UNIT-IV**

Economic Environment - Economic Systems and their impact of Business - Macro Economic Parameters like GDP - Growth Rate - Population - Urbanization - Fiscal deficit - Plan investment - Per capita Income and their impact on business decisions

**UNIT-V**

Financial Environment - Financial System - Commercial banks - RBI - IDBI - Non-Banking Financial Companies NBFC's

**Text and Reference Books:**

1. Dr. S. Sankaran - Business Environment.
2. Francis Cherunilam - Business Environment.
3. Aswathappa - Business Environment.
4. Paul - Business Environment.
5. Dasgupta and Sengupta - Government and Business in India.
6. Srinivasan K - Productivity and Social Environment.
7. International Business Environment - Prentice - Hall of India.

**ALLIED – 2**

**PAPER – 4**

**A. PROJECT MANAGEMENT**

**UNIT-I**

Concepts of project management - concept of a project categories of projects - project life - cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of project manager.

**UNIT-II**

Project formulation - formulation stages - bottlenecks - feasibility report - financing arrangements - finalization of project implementation schedule.

**UNIT-III**

Administrative agencies for project approval Ministry of Finance - Bureau of public enterprises planning commission public investment board.

Organizing human resources and contracting - delegation project manager's authority - project organization - accountability in project execution - contracts - 'R' of contracting - tendering and selection of contractors - team building.

**UNIT-IV**

Organizing systems and procedures - working of systems - design of systems - project work system' design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and project diary.

**UNIT-V**

Project implementation stages project direction - communications in a project - coordination guidelines for effective implementation reporting in project management - project evaluation and its objectives, types and methods.

**Text and Reference Books:**

1. Project Management - Choudhary - TataMcGraw Hill Pub.
2. Project Management: The Managerial Process (Special Indian Edit.) -Clifford F Gray, Oregon State University.
3. Projects : Planning, Analysis, Selection, Financing, implementation and Review -Chandra, Prasanna.

**PAPER – 4**

**B. HOTEL MANAGEMENT**

**UNIT-I**

Hotel industry - introduction and evolution - classification of hotels - types of accommodation - intermediary accommodation, grouping of accommodation.

Development of Hotel Industry in India - industry define - early history of hotel industry - Hotel Industry vs. Tourism Industry.

**UNIT-II**

Characteristics of hotels - activities of hotels - accommodation management - front office - housekeeping - bar and restaurant - supporting service - working of hotels - maintenance of equipments - maintenance of Account

**UNIT-III**

Room occupancy rate management - estimation of demand, seasonal pattern of guest company - factors affecting the determinations of room rate during seasonal off-season

**UNIT-IV**

Marketing functions at its relevance to Hotel Industry - sales - purchasing - storage system - industry levels - ordering levels - costing - recipe costing - menu pricing - hotel security.

**UNIT-V**

License - permission from authorities - Labor Department - City corporations - police - State Exercise - Department of Tourism - ESI - food and beverage service - problems and prospectus of Hotel Industry.

**Text and Reference Books:**

1. Andrews - Hotel Front Officer - Training Manual
2. Roday - Food for today
3. Megi - Hotels For Tourism Development Corporations
4. Tharakan - A Hoteliers Guide.

**PAPER – 4**

**C. REWARD MANAGEMENT**

**Objective**

The course is designed to promote understanding of issues related to the reward or compensation system and practices of corporate sector.

**UNIT-I**

Introduction - significance - behavioral aspects of employee compensation and concepts of equity - economic theories

Wages policy - meaning - types - wage structure - wage differentials - wage levels - wage policies - decisions

**UNIT-II**

Wage determination - factors influencing wage fixation, job evaluation - methods - job pricing - wage and salary surveys - rationalizing and developing wage structures.

**UNIT-III**

Components of pay - fringe benefits - house rent allowance - dearness allowance - money and real wages - consumer price index. Bonus - concept - bonus regulations - negotiations with unions.

**UNIT-IV**

Wage incentives - wage and motivation - linking wages with productivity - individual and group incentives - plant. Wide schemes - Scanlon Plan and other productivity gains sharing schemes - experience in India.

**UNIT-V**

Reward issues - statutory provision - institutions like wages boards and pay commissions - machinery for resolving disputes - compensative of managers - domestic and multinational companies - rewarding women.

**Text and Reference Books:**

1. Narain, Laxmi: 'Managerial Compensation & Motivation in Public Enterprises, (Oxford Pub. House).
2. Sibson: 'Wages & Salaries', (American Management Association).

**PAPER – 4**

**D. ORGANIZATIONAL PSYCHOLOGY**

**UNIT-I**

Need and scope of organizational behavior - Theories of organization - Individual difference vs. Groups intelligence tests - Measurement of intelligence - Personality tests - Nature - Types and uses - Perception.

**UNIT-II**

Motivation - Financial and non-financial motivational techniques - Job satisfaction - Meaning - Factors - Theories - Measurement - Morale - Importance - Employee attitudes and behavior and their significance to employee productivity

**UNIT-III**

Work environment - Good housekeeping practices - Design of work place - Fatigue - Causes and prevention and their importance - Leadership - Types and Theories of leadership.

**UNIT-IV**

Group dynamics - Cohesiveness - Co-operation - Completion - Conflict - Resolution - Sociometry - Group forms - Role position status.

**UNIT-V**

Organizational culture and climate - Organizational effectiveness - Organizational Development.

Counseling and guidance - Importance of Counselor - Types of Counseling - Information needed for Counseling.

**Text Books:**

1. Blum ML - Industrial Psychology and its social foundation
2. Diwedi - Human Relation and Organizational Behavior, MacMillan India
3. Aswathappa - Organizational Behavior
4. Sekaran - Organizational Behavior

**Reference Books:**

1. Arnold - Work Psychology, MacMillan I Ltd
2. Hippo - Organizational Behavior
3. Heresy Bianchand - Introduction to organizational Behavior
4. Hanell - Industrial Psychology
5. Keith Davis - Human Relations at work
6. Pestonjee Motivation & Job satisfaction, MacMillan I Ltd.



**SKILL BASED SUBJECT**  
**PAPER – 2**  
**TOTAL QUALITY CONTROL**

**Objective**

The objective of this course is to acquaint the students with the basic concept of Total Quality from design assurance to service assurance, to give emphasis on International quality certification systems – ISO 9000.

**UNIT-I : BASIC CONCEPTS AND ORIGIN OF TQM**

Basic Concept of Total Quality – Evolution of Total Quality Management – Cost of Quality – Quality Productivity – Components of Total Quality Loop.

**UNIT-II : STATISTICAL QUALITY CONTROL AND INSPECTION**

Conceptual Approach to SQC – Acceptance Sampling and Inspection Plans – Statistical Process Control – Prevention Through Process Improvement.

**UNIT-III : PROCESS CAPABILITY**

Process Capability Studies – Humanistic Aspects of TQM – Management of Quality Circle and ZD Programmes.

**UNIT-IV: JUST IN TIME, KANBAN**

Q-7 Tools – Taguchi Loss Function – Failure Analysis – Just in Time – JIT Pull System – JIT Purchase.

**UNIT-V : TOTAL PRODUCTIVE MAINTENANCE**

Optimum Maintenance Decisions – Total Productive Maintenance – Process Design – Buyer Seller Relations – Supply Chain Management.

**Text Books:**

1. Subburaj, Total Quality Management, Tata mcgraw hill, 2006.
2. Shridhara Bhat, Total Quality Management, Himalaya Publishing house, 2006.

**Reference Books:**

1. Ansari.A and Modarress, JIT purchasing, Free press, Newyork.
2. Sandeepa Malhotra, Quality Management planning, Deep & Deep, 2006.

**NON-MAJOR ELECTIVE**

**PAPER – 2**

**TRAINING AND DEVELOPMENT**

**Objective:**

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

**UNIT-I : Introduction**

Concepts of Training and development – Identifying Training Needs – Structure and Functions of Training Department – Evaluation of Training Programme – Role, Responsibilities and Challenges to Training Managers.

**UNIT-II : Training Techniques**

Techniques of on the job training – Coaching – Apprenticeship – Job Rotation – Job Instruction Training – Training by Supervisors – Techniques of off the job Training, Lecturers, Conferences, Group Discussion.

**UNIT-III : Career – Planning**

Concept of Career – Career Stages – Career Planning and Development – Need Steps in Career Planning – Methods of Career Planning and Development.

**UNIT-IV : MDP**

Concept of Management Development – Need and importance of Management Development – Management Development Process – Components of MD Programme.

**UNIT-V : Training Institutions**

Need for Training in India – Government – Policy on Training – Training Institutes in India – Management Development Programmes.

**UNIT-VI: MDP Institutions**

Management Development Institute – Productivity Councils – Management Associations – Educational Institute – Consultant.

**Text Books:**

1. Rolf Lynton, Udai Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd., 1990
2. Raymond Andrew Noe: Employee Training & Development, New Delhi, Tata McGraw Hiss, International Ed., 1999
3. Lynton, R Pareek, U.: Training for Development, New Delhi, Vistaar, 2<sup>nd</sup> ed., 1990

**Reference Books:**

1. Rao PL: HRD through In-House Training, New Delhi, Vikas Publishing House (P) Ltd.,
2. Reid M.A.: Training Interventions: managing Employee Development London, IPM, 3<sup>rd</sup> ed., 1992.
3. Aggarwala, D.V., Manpower Planning, Selection, Training and Development, New Delhi, Deep & Deep Publications (P) Ltd., 1999.

**SEMESTER V**

**PAPER – 12**

**FINANCIAL MANAGEMENT**

**UNIT-I**

Finance function - nature and scope - its relationship with other functions - finance organization.

Interpretation and analysis of financial statements - financial forecasting - actual proforma, and model statements preparation and uses.

Financial planning and control - break-even analysis operation leverage - profit cost (and volume) analysis.

**UNIT-II**

Current assets management - cash, receivables, inventories liquidity, profitability and solvency criteria.

Current liabilities management- size and sources - money market banks - regulation of working capital finance Dhejia Committee Tandon Committee - Chore Committee - Marathe Committee.

**UNIT-III**

Long term capital management.

**UNIT-IV**

Cost of capital basic concepts, rational and assumptions cost of equity capital - cost of retained earnings.

Capital structure decision of the firm – composition and source of long term funds - financial leverage - zerobase budgeting.

**UNIT-V**

Financial information system

**Text and Reference Books:**

1. Fundamentals of financial management - James C. Van Horne- Prentice Hall of India Pvt Ltd., New Delhi.
2. Financial Management and policy - James C. Van Horne - Prentice Hall of India Pvt Ltd., New Delhi.
3. Financial Management - P.V. Kulkarni - Himalaya Publishing House.
4. Financial Management - theory and practice - Prasanna Chandra - Tata McGraw Hill Publishing Co Ltd., New Delhi.
5. Fundamentals of Financial Management - Prasanna Chandra - Tata McGraw Hill Publishing Co Ltd., New Delhi.
6. Financial Management - I.M.Pandey - Vikas Publishing House Private Ltd.,
7. Financial Management - An analytical and conceptual Approach. S.C. Kuchhal - Chaitanya Publishing House, Allahabad.
8. Basic Financial Management - Khan - Tata McGraw Hill Pub.

**PAPER – 13**

**MARKETING MANAGEMENT**

**UNIT-I**

Fundamentals of Marketing - Role of Marketing - Relationships of Marketing with other functional areas - Concept of marketing mix - Marketing Management of Product services - Marketing approaches - Selling - Various Environmental factors affecting the marketing functions

**UNIT-II**

Buyer Behavior - Consumer foods and Industrial goods - Buying motives - Buyer Behavior Model - Factors influencing buyer behavior  
Market segmentation - Need and basis of Segmentation - Marketing strategy - segmentation - Targeting - Positioning

**UNIT-III**

Sales Forecasting - Various methods of Sales Forecasting - Analysis and Application.  
The Product - Characteristics - Benefits - Classifications - Consumer goods - Industrial goods - New product development process Product Life Cycle - Product Portfolio analysis - Product line and product mix decisions - Branding - Packaging.

**UNIT-IV**

Pricing - Factors influencing pricing decisions - Pricing objectives - Pricing policies and procedures - Pricing strategies - Physical distribution - importance of various kinds of marketing channels - Distribution problems - Salesman motivation - Compensation – Control.

**UNIT-V**

Promotion - Advertising - Publicity - Public relations - Personal Selling - Direct selling - Sales Promotion Administration

**Text Books:**

1. Ramaswamy and Namakumari - Marketing Management 3/e Revised MacMillan I Ltd
2. Philip Kotler and Armstrong - Marketing Management
3. Rajan Nair - Marketing
4. Nag - Marketing Strategy - MacMillan I Ltd
5. Philip Kotler - Marketing Management - Prentice - Hall of India
6. Saxena - Marketing Management - Tata McGraw Hill Pub
7. J.Jayasankar - Marketing.

**Reference Books:**

1. Varshney RL and Gupta SL - Marketing Management.
2. Dholokia - Marketing Management Cases & concepts, MacMillan I Ltd.
3. Bender - Secrets of Power Marketing.



**PAPER - 14**

**HUMAN RESOURCE MANAGEMENT**

**UNIT-I**

Nature and scope of HRM - Difference between Personnel Management and HRM Functions of HRM - Environment of HRM - Strategic HRM.

**UNIT-II**

Human Resource Planning - Recruitment - Selection - Methods of Selection - Use of various tests - Interview techniques in selection - Placement.

**UNIT-III**

Induction - Training Methods - Techniques - Identification of Training needs - Training and Development.

**UNIT-IV**

Performance Appraisal - Methods - Job Evaluation and Performance appraisal - Compensation.

**UNIT-V**

Transfer - Promotion and termination of services - Career development - Mentoring - HRM Audit - Nature - Benefits - Scope - Approaches

**Text Books:**

1. Dwivedi RS - Human Relations and Organization Behavior
2. Aswathappa K - Human Resource and Personnel Management
3. Memoria CB - Personnel Management
4. Subba Rao P - Human Resource Management and Industrial Relations
5. Prasad - Getting the right people - MacMillan I Ltd
6. Pattanayak - Human Resources Management - Prentice - Hall of India
7. Decenzo/Robbins - Personnel/Human Resource Management - Prentice - Hall of India

8. Saiyadain Mirza - Human Resource Management - Saxena - Marketing Management - Tata McGraw Hill Pub
9. Venkataratanam - Personnel Management & Human Resources - Saxena - Marketing Management - Tata McGraw Hill Pub
10. J. Jayasankar - Human Resource Management.
11. A. M. Sheikh - Human Resource Development & Management.

**Reference Books:**

1. Monappa - Managing Human Resources MacMillan I Ltd.
2. Gary Dessier - Human Resource Management.
3. Beardwell and Holden - Human Resource Management.
4. Davar - Personnel Management.
5. Mckenna - The Essence of Human Resource Management - Prentice - Hall of India.

**ELECTIVE**  
**PAPER – 1**  
**BUSINESS LAW**

**UNIT-I**

Formation and essential elements of contract – Types of contract and agreements - rules as to offer, acceptance and consideration – capacity to contract – lawful object and free consent.

**UNIT-II**

Performance of contract – Discharge of contract – Breach of contract and remedies – Quasi contract.

**UNIT-III**

Guarantee – features and distinctions – Bailment and pledge – features difference – Rights and duties of bailor and Bailee.

**UNIT-IV**

Contract of agency – definition and meaning – Rights of Principal and agent – relation of Principal with third parties - personal liability of agent – termination of agency.

**UNIT-V**

Sale of goods Act 1930 – definition – sale vs agreement to sell – express and implied conditions and ..... Caveat ..... and exceptions – Rights of an unpaid seller.

**TEXT BOOK:**

1. Business law – N.D. Kapoor

**REFERENCE BOOK:**

1. Business Law – M.C. Dhandapani.
2. Business Law – M.C. Shukla.
3. Business Law – R.S.N. Pillai & Bagavathi
4. Business Law – P.C. Tulsion.

**SKILL BASED SUBJECT**

**PAPER – 3**

**E – BUSINESS**

**Objective**

To learn the methodology of doing Business with Internet. Also, the course has been developed to introduce the concept of electronic market space and electronic commerce Infrastructure.

**UNIT-I : Introduction**

E-Commerce Framework – Traditional vs E-Business Applications – Architectural Framework – The Internet as Network Infrastructure – Major Categories of E-Commerce – B2C, B2B, C2B and C2C.

**UNIT-II : Networks**

Overview of Communication Network – Communication Processors – Communication Media – Types of Networks – Communication Satellite – Wireless Networks – Wireless Internet Access ISDN – Dial-Up – Broadband.

**UNIT-III : Firewalls and Securities**

OSI Models – Network Security and Firewalls – Protocols – Types – Client Server Network Security – Firewalls and Network Security – Data and Message Security – Digital Signature, Certificates, Envelopes - Encrypted Documents.

**UNIT-IV : EDI in Business**

E-Commerce and World Wide Web – E-Payment Systems – Electronic Data Interchange(EDI) – EDI Applications in Business, Intranet Application in Business.

**UNIT-V : E-Payment Systems**

Online Payment – Payments Cards – Electronic Cash – Electronic Wallets – Digital Cards – Types – Stored Value Cards – Internet Technologies – Banking – Net, Mobile.

**UNIT-VI : World Wide Web – Process**

Web Hosting Services – Web Servers, Domain Naming Systems (DNS) – Types – POP, IMAP – Accredited Registrars – Country Coded and Top Level Domains – Internet Regulatory Organizations.

**Text Books:**

1. Gray Schneider, Electronic Commerce, Thomson Course Technology, Noida, 7<sup>th</sup> Annual Edition, 2007.
2. U.S.Pandey, Rahul Srivastava, Saurabh Shukla, E-Commerce and its applications, S.Chand, New Delhi, 1<sup>st</sup> Edition, 2007.
3. R.Kolkota and A.B.Whinston: Frontiers of Electronic Commerce, New Delhi, Addison Wesley, 1996.

**Reference Books:**

1. P.T.Joseph: Electronic Commerce: A Managerial Perspective, Prentice Hall of India Learning, New Delhi, 3<sup>rd</sup> Edition, 2008.
2. Efraim Turbon, Jae Lee, David King, H.Michael Chung, Electronic Commerce, A Managerial Perspective, Pearson Education Asia, 2001.

**SEMESTER VI**  
**PAPER – 15**  
**COST ACCOUNTING**

**Unit-I: Nature and scope of cost accounting**

Cost accounting: Nature and Scope – Objective, Advantages and Limitations – Financial Vs Cost Accounting, Cost System: Types of Costing and Cost Classification – cost Sheet and Tenders.

**Unit-II: Materials Purchase and Control**

Purchase department and its objectives – Purchase procedure – Classification and codification of Material control: Levels of stock and EOQ.

**Unit-III: Methods of Pricing of Material Issues**

Cost price method: FIFO, LIFO, Average price Methods: Simple and Weighted Average price methods.

**Unit-IV: Labour Cost Control**

Labour Turnover: Causes, Methods of measurement and Reduction of Labour Turnover – Idle and over Time – Remuneration and Inventives: Time and Piece rate system – Premium Bonus System – Halsey, Rowan.

**Unit-V: Overheads**

Classification of Overhead costs – Departmentalization of overheads – Allocation Absorption and Apportionment of overhead costs – Primary and Secondary distribution of overheads – computation of Machine hour rate.

(Weightage of Marks, Problems 80%, Theory 20%)

**Reference Books:**

1. S.P. Jain and Narang – Cost Accounting Kalyani Publishers, New Delhi.
2. S.N. Maheswari – Principles of Cost Accounting – Sultan Chand & Sons, New Delhi.
3. T.S. Reddy & Hari Prasad Reddy – Cost Accounting – Marham Publications, Chennai.
4. Tulsian P.C. – Cost Accounting – Tata McGraw Hills.
5. S.P. Iyengar – Cost Accounting – Sultan Chand & Sons, New Delhi.

**PAPER - 16**

**INDUSTRIAL RELATIONS AND LABOUR LAWS**

**UNIT-I**

Industrial Relations - Role - Importance - Trade Unions - Industrial disputes and their Resolutions.

**UNIT - II**

Participative Management - Structure - Scope - Collective Bargaining - Works Committee - Joint Management Councils - Pre-Requisite for successful participation - Role of Government in Collective Bargaining.

**UNIT-III**

Industrial unrest - employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts.

**UNIT-IV**

Factories Act: Meaning, Definition – Welfare – Safety – Health Measures.

**UNIT-V**

Workmen's Compensation Act and International Labor Organization - Role and Function

**Text Books:**

1. Sreenivasan M.R - Industrial Relations & Labor legislations
2. Aswathappa K - Human Resource and Personnel Management
3. Subba Rao P - Human Resource Management and Industrial Relations
4. Monoppa - Industrial Relations

**Reference Books:**

1. Michael V Industrial Relations in India and Workers Involvement in Management  
Cowling - Essence of Personnel Management and Industrial Relations - Prentice - Hall of India.

**ELECTIVE**

**PAPER – 2**

**COMPUTER APPLICATION IN BUSINESS**

**UNIT-I**

Information Technology Basics - Information definition - Prerequisites of Information - need for Information - components of information Technology - Role of Information Technology in Business.

**UNIT-II**

Word processing with MS Word: Starting Ms word - Ms word environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing a document.

**UNIT-III**

Spreadsheets and Ms Excel: Starting MS Excel - Ms Excel environment - Working with Excel workbook - working with worksheet - Formulas and functions - Inserting charts - printing in Excel.

**UNIT-IV**

Making presentation with MS power point - starting Ms power point - Ms power point environment - working with power point - working with different views - designing presentation - printing in power point.

**UNIT-V**

Electronic Commerce - Types - Advantages and disadvantages - Electronic data interchange (EDI) - How EDI works - EDI benefits - EDI limitations - SMART card - SMART card applications.

**Text Book**

Introduction to Information Technology, IITL ESL, Pearson Education.



**ELECTIVE**

**PAPER – 3**

**ENTREPRENEURIAL DEVELOPMENT**

**UNIT-I**

Introduction - Understanding the meaning of Entrepreneurialship - Characteristics of an Entrepreneur - Classification of the Entrepreneurs - Entrepreneurial Scene in India - Factors influencing Entrepreneurship

**UNIT-II**

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP's, TIIC, SIDBI, PIPDIC, IDBI, IFCI, ETC.

Problems and prospects of Women entrepreneurs - Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs

**UNIT-III**

How to enter into Market? - Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical - Legal - Managerial and Vocational Feasibility

**UNIT-IV**

Project Appraisal - Methods - Techniques - Preparation of Business Plan - Content of a Business Plan - Project Report.

**UNIT-V**

How to start an enterprise? - Franchising and Acquisition - Product Strategies - Pricing Strategies - Distribution Strategies - Promotional Strategies.

How to be a successful Entrepreneur? - Learning to be Successful - Successful entrepreneurs - NAMASKAR.

**Text and Reference Books**

1. Jayshree Suresh - Entrepreneurial Development.
2. Khanka - Entrepreneurial Development.
3. Saini - Entrepreneurship : Theory & Practice.
4. Gupta CB - Entrepreneurial Development.
5. Vasant Desai - Dynamics of Entrepreneurial Development and Management.

**SKILL BASED SUBJECT**

**PAPER – 4**

**CREATIVITY AND INNOVATION MANAGEMENT**

**Objective**

To enable the students to learn the various aspects of creativity and innovation.

**UNIT-I**

What is Creativity – Individual and Group Creativity – Convergent Thinking – Divergent Thinking and Generation of Creative Ideas?

**UNIT-II**

Thinking Hats Methods – Redefinition Techniques – Random Stimulus – Generation of Creative Ideas in Groups – Brainstorming – Reverse Brainstorming – Synaptic – Morphological Method.

**UNIT-III**

Creativity Exercises – Mental Gym – The Way the Mind Works – Difference Between Lateral and Vertical Thinking – Attitudes Towards Lateral Thinking – Basic Nature of Lateral Thinking – Techniques – The Generation of Alternatives – Challenging Assumptions.

**UNIT-IV**

Innovation – Suspended judgment – Analogies – Lateral Thinking – What is a Problem – Defined Problems – Creative Problem Solving – Models of Techniques of Creative Problem Solving

**UNIT-V**

Comparison of Creativity Techniques – Mental Gym Quiz – Blocks of Creativity – Fears and Disabilities – Energy for your Creativity – Creative – Making Your Environment More Creative – The Creative Life Quiz – Case Study

**Text Books:**

1. Training Creative Thinking – Davis Gary and Scott New York Pub.
2. Lifelong Creativity – Pradip NCTE and Khandwalla Tata Mc Graw Hill.

**Reference Books:**

1. Managing creativity for Corporate Excellence – NCTE Rastogi Mac Millan
2. Lateral Thinking – Edward de Bono Penguin Pub
3. Innovation and Entrepreneurship – Peter F.Drucker

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