



UNIVERSITY OF KERALA

**CAREER RELATED FIRST DEGREE PROGRAMME IN BUSINESS
ADMINISTRATION UNDER THE CHOICE BASED CREDIT AND SEMESTER
SYSTEM**

**SCHEME AND SYLLABUS
(2011 Admission onwards)**

FACULTY OF MANAGEMENT STUDIES

Scheme and syllabus for the Career related programme in Business

Administration under the choice based credit system (CBCS)

(to be introduced from 2011 admission onwards)

Title of the programme: This DEGREE shall be called BACHELOR OF BUSINESS ADMINISTRATION.

Eligibility for admission: Any candidate who has passed the Plus Two of the Higher Secondary Board of Kerala or that of any other University or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Kerala, with not less than 50 % marks in aggregate, is eligible for admission. However, SC/ST, OBC, and other eligible communities shall be given relaxation as per University rules.

Duration of the programme: The duration of the BBA programme of study is three academic years with six semesters.

Medium of Instruction: The medium of instruction and examination shall be English.

Courses of study: Total number of courses for the whole BBA program is 32. It is divided in to five groups namely-

| Sl. No | Study Components | No.of Courses | Total Credits |
|--------------|------------------|---------------|---------------|
| 1 | Language | 2 | 4 |
| 2 | Foundation | 2 | 5 |
| 3 | Core | 24 | 96 |
| 4 | Complementary | 1 | 3 |
| 5 | Open | 2 | 8 |
| 6 | Project | 1 | 4 |
| TOTAL | | 32 | 120 |

The programme structure is as follows:

PROGRAMME STRUCTURE FOR THE BBA (CBCS) PROGRAMME (2011 admission onwards)

| Semester | Study Components | Course Title | Instructional hours/week | Credits | Total Credits | |
|--------------|------------------|---------------|---|-----------|---------------|-----|
| I | 1. | Language | Language I - Listening and Speaking Skills | 3 | 2 | 2 |
| | 2. | Foundation | Environmental Studies | 4 | 3 | 5 |
| | 3. | Core | Principles of Management | 5 | 4 | 9 |
| | 4. | Core | Organizational Behaviour | 4 | 4 | 13 |
| | 5. | Core | Financial Accounting | 5 | 4 | 17 |
| | 6. | Complimentary | Business Statistics | 4 | 3 | 20 |
| TOTAL | | | 25 | 20 | | |
| II | 1. | Language | English II- Writing and Presentation Skills | 3 | 2 | 22 |
| | 2. | Foundation | E-Commerce | 3 | 2 | 24 |
| | 3. | Core | Marketing Management | 5 | 4 | 28 |
| | 4. | Core | Managerial Economics | 5 | 4 | 32 |
| | 5. | Core | Business Laws | 4 | 4 | 36 |
| | 6. | Core | Cost Accounting | 5 | 4 | 40 |
| TOTAL | | | 25 | 20 | | |
| III | 1. | Core | Decision Support System | 5 | 4 | 44 |
| | 2. | Core | Company Law | 5 | 4 | 48 |
| | 3. | Core | Financial Management | 5 | 4 | 52 |
| | 4. | Core | Services Marketing | 5 | 4 | 56 |
| | 5. | Core | Taxation | 5 | 4 | 60 |
| TOTAL | | | 25 | 20 | | |
| IV | 1. | Core | Entrepreneurship Development | 5 | 4 | 64 |
| | 2. | Core | Human Resource Management | 5 | 4 | 68 |
| | 3. | Core | Capital Market and Investment Management | 5 | 4 | 72 |
| | 4. | Core | Business Planning | 5 | 4 | 76 |
| | 5. | Core | Management Accounting | 5 | 4 | 80 |
| TOTAL | | | 25 | 20 | | |
| V | 1. | Core | Operations Research | 5 | 4 | 84 |
| | 2. | Core | Research Methodology | 5 | 4 | 88 |
| | 3. | Core | Retail Management | 5 | 4 | 92 |
| | 4. | Core | Operations Management | 5 | 4 | 96 |
| | 5. | Open | Project Management | 5 | 4 | 100 |
| TOTAL | | | 25 | 20 | | |
| VI | 1. | Core | Financial Services | 5 | 4 | 104 |
| | 2. | Core | Export Management | 5 | 4 | 108 |
| | 3. | Core | Business Policy and Strategic Management | 5 | 4 | 112 |
| | 4. | Open | Soft Skills Development | 5 | 4 | 116 |
| | 5. | Project | Project Work and Viva | | 4 | 120 |
| TOTAL | | | 20 | 20 | | |

As per 2(b) of the University Regulation, The BBA (CBCS) Programme Structure is

| Sl.No | Study Components | No. of Courses | Credit/Course | Total Credits |
|-------|------------------|----------------|---------------|---------------|
| 1 | Language | 2 | 2 | 4 |
| 2 | Foundation | 2 | 2-3 | 5 |
| 3 | Core | 20-32 | 2-4 | 74-98 |
| 4 | Complementary | 0-4 | 2-3 | 0-12 |
| 5 | Open | 2-6 | 2-4 | 4-24 |
| 6 | Project | 1 | 4 | 4 |

I semester Language I- Listening and speaking skills and II semester Language II- Writing and presentation skills will be offered by Languages faculty. All other papers to be offered by Management faculty.

Language I, II, Soft skills development and Project Work: Same as that of 2010 syllabus

The Courses of study leading to the award of BBA shall comprise the following:

Semester I

| Course | Title | Contact hours | Credits |
|------------|---|---------------|---------|
| Language | EN1111.4 English I- Listening and speaking skills | 3 | 2 |
| Foundation | BM1121 Environmental studies | 4 | 3 |
| Core | BM1141 Principles of Management | 5 | 4 |
| Core | BM 1142 Organizational Behaviour | 5 | 4 |
| Core | BM11143 Financial Accounting | 5 | 4 |
| Compl. | BM 1131 Business Statistics | 4 | 3 |

Semester II

| Course | Title | Contact hours | Credits |
|------------|---|---------------|---------|
| Language | EN 1211.4 English II- Writing and Presentation skills | 3 | 2 |
| Foundation | BM 1221 E-Commerce | 3 | 2 |
| Core | BM1241 Marketing management | 5 | 4 |
| Core | BM1242 Managerial Economics | 5 | 4 |
| Core | BM 1243 Business Laws | 4 | 4 |
| Core | BM 1244 Cost Accounting | 5 | 4 |

Semester III

| Course | Title | Contact hours | Credits |
|--------|--------------------------------|---------------|---------|
| Core | BM1341 Decision support system | 5 | 4 |
| Core | BM1442 Company Law | 5 | 4 |
| Core | BM1343 Financial Management | 5 | 4 |
| Core | BM1344 Services Marketing | 5 | 4 |
| Core | BM1445 Taxation | 5 | 4 |

Semester IV

| Course | Title | Contact hours | Credits |
|--------|---|---------------|---------|
| Core | BM1441 Entrepreneurship Development | 5 | 4 |
| Core | BM1442 Human Resource Management | 5 | 4 |
| Core | BM1443 Capital Market and investment management | 5 | 4 |
| Core | BM1444 Business Planning | 5 | 4 |
| Core | BM1445 Management Accounting | 5 | 4 |

Semester V

| Course | Title | Contact hours | Credits |
|--------|------------------------------|---------------|---------|
| Core | BM1541 Operations Research | 5 | 4 |
| Core | BM1542 Research methodology | 5 | 4 |
| Core | BM1543 Retail Management | 5 | 4 |
| Core | BM1544 Operations Management | 5 | 4 |
| Open | BM 1551 Project Management | 5 | 4 |

Semester VI

| Course | Title | Contact hours | Credits |
|---------|---|---------------|---------|
| Core | BM1641 Financial Services | 5 | 4 |
| Core | BM1642 Export Management | 5 | 4 |
| Core | BM1643 Business Policy and Strategic Management | 5 | 4 |
| Open. | BM1651 Soft skills development | 5 | 3 |
| Project | BM1644 Project work and viva voce | | 4 |

Social service/Extension activities:

Students are to participate in extension/NSS/SCC or other specified social service., sports, literary and cultural activities during 3rd /4th semester. These activities have to be carried out outside the instructional hours and will fetch the required one credit extra over and above the minimum prescribed 120 credits.

Audit courses (zero credit):

The students are free to do additional courses (skill based, vocational courses) prescribed by the University outside the 25 hour weekly instructional period. These courses may be taken as zero credit courses.

Attendance:

The minimum number of hours of lectures, tutorials, seminars or practicals which a student shall be required to attend for eligibility to appear at the end of the semester examination shall not be less than 75 per cent of the total number of lectures, tutorials, seminars or practical sessions.

Evaluation:

There shall be continuous evaluation (CE) and end semester evaluation (ESE) for each course. CE is based on specific components viz., attendance, tests, assignments and seminars. The CE shall carry a weightage of 40 percent and ESE shall carry a weightage of 60 percent. The weightage of each component of CE shall be: Attendance-1, assignment/seminar-1 and test papers-2. The teacher shall define the expected quality of an assignment in terms of structure, content, presentation etc., and inform the same to the students. Due weight may be given for punctuality in submission. Seminar should be graded in terms of structure, content, presentation, interaction etc.

The allotment of grades for attendance shall be as follows:

| | |
|----------------------|-----------|
| Attendance below 75% | - E Grade |
| 75% to 80% | - D Grade |
| Above 80% upto 85% | - C Grade |
| Above 85% upto 90% | - B Grade |
| Above 90% | - A Grade |

Assignment/Seminars

Each student shall be required to do one assignment or one seminar for each course. The seminars shall be organised by the teacher/teachers in charge of CE and the same shall be assessed by a group of teachers including the teacher/teacher in charge of that course.

Tests

For each course there shall be at least two class tests during a semester. Grades for the test component in CE shall be awarded on the basis of the grades secured for the better of the two class tests. Valued answer scripts shall be made available to the students for perusal within 10 days of the test.

End Semester Evaluation (ESE):

End Semester Evaluation of all the courses in even semesters shall be conducted by the University. The odd semester examinations as being practiced by the institutions at present will continue.

Semester VI: Project Report

During the sixth semester the candidate shall do a project for a business organization. The candidate shall prepare and submit a project report to the Department. The report shall be printed and spiral bound with not less than 50 A4 size pages. The project report should be submitted to the Head of the Department one month before the last working day of the sixth semester. A Board of two examiners appointed by the University shall evaluate the report of the project work. The viva-voce based on the project report shall be conducted individually. The maximum weightage for evaluation of the project shall be 20, distributed among the following components of the project evaluation:

| | |
|--|-----|
| Statement of the problem and significance of the study | - 2 |
| Objectives of the study | - 1 |
| Review of literature | - 1 |
| Research methodology | - 3 |
| Analysis and interpretation | - 4 |
| Presentation of the report | - 3 |

| | |
|------------------------------|-----|
| Findings and suggestions | - 2 |
| Bibliography | - 1 |
| Viva-voce | - 3 |
| Evaluation of project report | |

The candidate should get a minimum of D grade for project report for a pass. If the candidate fails to get a minimum D grade in project report, he or she shall resubmit the project report after modifying it on the basis of the recommendations of the examiners.

Viva Voce

At the end of sixth semester candidate shall attend a comprehensive viva voce. The candidate should get a minimum D grade in the viva voce for a pass in viva voce examination and an aggregate D grade in the core project course. If the candidate fails to get D grade in project / Viva he/she has to reappear for that part only.

Project work shall have the following stages

- ⊕ Project proposal presentation
- ⊕ Field work and data analysis
- ⊕ Report writing
- ⊕ Draft project report presentation
- ⊕ Final project report submission

The project can be done individually. The candidate shall prepare at least two copies of the report: one copy for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce. More copies may be prepared If the organization or the guide or both ask for one copy each. The duration for project work is 3 weeks. A certificate showing the duration of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

Structure of the report

Title page

Certificate from the organization (for having done the project work)

Certificate from guide

Acknowledgements

Contents

Chapter I : Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II Review of literature
Chapters III and IV: Data Analysis (2 or 3 chapters)
Chapter V : Summary, Findings and Recommendations.
Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)
Bibliography (books, journal articles etc. used for the project work).

Grading

Both CE and ESE will be carried out using the direct grading system on a 5 point scale and the grades are given below:

| Letter Grade | Performance |
|--------------|---------------|
| A | Excellent |
| B | Very Good |
| C | Good |
| D | Average |
| E | Below Average |

Promotion to higher semesters:

Students who complete the semester by securing the minimum required attendance and by registering for the End semester examination of each semester conducted by the institution/university alone shall be promoted to the next higher semester.

Requirement for passing the course: For passing the BBA (CBCS) degree program the student shall be required to achieve a minimum of 120 credits of which 4 credits from Language courses, 5 credits shall be from Foundation courses, 96 credits from core courses, 3 credits from complementary courses, 8 credits from open courses and 4 credits from Projects.

In all other matters regarding the conduct of BBA program in the University Institute of Technologies/ affiliated colleges under University of Kerala under choice based credit semester system which are not specified in this regulation the common regulation in vogue will be applicable.

UNIVERSITY OF KERALA

I semester BACHELOR OF BUSINESS ADMINISTRATION

COURSE TITLE : LISTENING AND SPEAKING SKILLS
COURSE CATEGORY & NO : LANGUAGE COURSE I : EN 1111.1
No. of Credits : 2
No. of Instructional hours : 3 per week

Objectives: 1. To familiarize students with English sounds and phonemic symbols.

2. To enhance their ability in listening and speaking.

The students should be able to 1. listen to lectures, public announcements and news on TV and radio. 2. engage in telephonic conversation. 3. communicate effectively and accurately in English. 4. use spoken language for various purposes.

1 : Pronunciation Phonemic symbols – consonants – vowels – syllables - word stress - strong and weak forms - intonation.

2 : Listening Skills Difference between listening and hearing – active listening – barriers to listening – academic listening - listening for details - listening and note-taking - listening for sound contents of videos - listening to talks and descriptions - listening for meaning - listening to announcements - listening to news programmes.

3 : Speaking Skills Interactive nature of communication - importance of context - formal and informal - set expressions in different situations –greeting – introducing - making requests - asking for /giving permission - giving instructions and directions – agreeing / disagreeing – seeking and giving advice - inviting and apologizing telephonic skills - conversational manners.

4 : Dialogue Practice (Students should be given ample practice in dialogue, using core and supplementary materials)

Core Reading : *Listening and Speaking: A Course for Undergraduate Students* (Foundation Books)

Further Reading : 1. Marks, Jonathan. *English Pronunciation in Use*. New Delhi: OUP, 2007.

2. Lynch, Tony. *Study Listening*. New Delhi:CUP, 2008.

3. Kenneth, Anderson, Tony Lynch, Joan MacLean. *Study Speaking*. New Delhi: OUP, 2008.

Module 4 : *A Book of Plays* (Orient Blackswan)

(One-act plays prescribed)

1. Fritz Karinthy : The Refund

2. Cedric Mount : Never Never Nest

3. Anton Chekhov : A Marriage Proposal

4. W. St. John Tayleur : Reunion

5. Lady Gregory : Rising of the Moon

Reference : Jones, Daniel. *English Pronouncing Dictionary* 17th Edition. New Delhi: CUP,2009.

I semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|---------------------------------------|
| COURSE TITLE | : ENVIRONMENTAL STUDIES |
| COURSE CATEGORY & NO | : FOUNDATION COURSE I : BM1121 |
| No. of Credits | : 3 |
| No. of Instructional hours | : 4 per week |

Objective: To create the awareness among the students about the deteriorating condition of our environment and to make them understand the importance of managing environmental hazards.

1. Nature of Environmental Studies: Definition, Scope and importance - Need for public awareness.

Natural Resources:- Renewable and non-renewable resources: - Use, exploitation, changes, problems, benefits and conflicts of Forest, Water, Mineral, Food, Energy and Land resources- Role of an individual in conservation of natural resources - Equitable use of resources for sustainable lifestyles.

2. Ecosystem, Biodiversity and its conservation.

Ecosystem: Concept - Structure and functions - producers, consumers and decomposers.- Energy flow - Ecological succession - Food chains, food webs and ecological pyramids.- Forest ecosystem - Grassland ecosystem - Desert ecosystem - Aquatic ecosystems

Biodiversity and its conservation: Introduction - Definition: generic, species and ecosystem diversity - Value of biodiversity: Consumptive use, productive use, social, ethical, aesthetic and option values – At different levels - at global, National and local – Threats - Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

3. Environmental pollution

Definition - Causes, effects, prevention and control measures of:- Air, Water, Soil, Marine, Noise, Thermal and Nuclear hazards - Solid waste Management:- Disaster Management: Floods, earthquake, cyclone and landslides. - Role of an individual in prevention of pollution. - Pollution case studies.

4. Social Issues and the Environment

Environmental ethics: Issues and possible solutions. - Consumerism and waste products.- Environment Protection Act.- Issues involved in enforcement of environmental legislation.- Public awareness

5. Human Population and the Environment

Population growth, variation among nations - Population explosion - Environment and human health - Human Rights - Value Education - Women and Child Welfare.- Role of Information technology in Environment and human health.

Books Recommended

1. Introduction to Environmental Economics – Nick Hanley et al – Oxford
2. Ecology and Economics – Ramprasad Sengupta – Oxford
3. Environmental Economics – an Indian perspective – Rabindra N Bhattaria - Oxford
4. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad.
5. Brunner R C, 1989, Hazardous Waste Incineration, McGraw Hill Inc.
6. Jadhav H & Bhosale, V M 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi.
7. Mhaskar A K, Matter Hazardous, Techno-Science Publication (TB).
8. Miller T G, Jr. Environmental Science Wadsworth Publishing Co. (TB).
9. Survey of the Environment, The Hindu (M).

I semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|-----------------------------------|
| COURSE TITLE | : PRINCIPLES OF MANAGEMENT |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1141 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The basic purpose of this course is to introduce the concepts and basic principles of management to the students.

1. The Concept of Management: Nature, Meaning, theories, evolution – significance of Management – Principles and Practice of management, Levels of management – Management of business and non-business organisation.

Managerial Class: Management as a profession – Management Education – Training and Development – Managerial Values – Role of Manager and Management in Economic Development.

2. Management Objectives: Importance of objectives – Setting up of objectives – Quantitative and qualitative objectives – Harmonising objectives – Management participation.

3. Managerial Planning and Decision Making: Nature and purpose of planning – Theories and Techniques of planning – Elements and processes of planning – Types and components of planning – Importance of Decision making – Types of decision making – Rational Techniques of Decision making.

4. Organising: Nature and purpose – structural design – concept principles and processes – Dimensions of structure – horizontal and vertical – Formal and informal dimensions – Departmentalisation – Delegation – Decentralisation – Span of management – Line staff relationships.

Staffing: Nature and role – concepts and elements - selection performance appraisal – human resources development.

5. Co-ordinating: Principles of co-ordination – Methods of achieving co-ordination – planning and co-ordination – Decision making and co-ordination.

Directing: Nature and scope – small groups and their dynamic learning, motivation, leadership.

Controlling: nature and process – concepts of controlling – control cycles – conventional and contemporary control techniques of Human problems.

Books Recommended

- | | | |
|---|---|-----------------|
| 1. Industrial Management and Administration | : | Srivastava |
| 2. Business Organisation & Management | : | M.C. Shukala |
| 3. Business Administration & Management | : | S.C. Saxena |
| 4. Principles of Management | : | Koontz & O. Don |
| 5. Principles of Management | : | George R. Terry |
| 6. Practice of Management | : | Peter Drucker |
| 7. Principles & Practice of Management | : | Prasad L.M. |

I semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|-----------------------------------|
| COURSE TITLE | : ORGANISATIONAL BEHAVIOUR |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1142 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to familiarise students the basic concepts of Organisational Behaviour.

1. Introduction to Organisational Behaviour – Definition – Key elements – Nature and Scope – need for studying Organisational Behaviour – Contributing disciplines to OB – Modes of OB – Challenges and opportunities for OB

2. Individual perspective : Foundation of Individual behaviour – Biographical characteristics – Ability Fundamentals of learning – Value – attitude and Job satisfaction – personality – Fundamentals of perception.

3. Groups – Definition – Types – Development – Group norms – Group cohesiveness – Group decision making – Conflict – Individual conflict – Interpersonal conflict – Group conflict – Conflict – Resolution – Introduction to transactional analysis.

4. Motivation – Maslow 's need - Hierarchy theory, Herzberg's two factor theory – Vrooms's expectancy theory – Theory X - Theory Y- Financial and non Financial incentives

5. Organisational Development (OD) : Meaning, Characteristics, Objectives, Modes of OD, interventions – Organisational Effectiveness (OE): meaning ,approaches, factors – Organisational climate – Quality of work life (QWL) : Definition , Evolution and development of the concept of QWL, constituents of QWL,,QWL in Indian context.

Books Recommended

- | | | |
|-------------------------------|---|-------------------------------|
| 1. Organisational Behaviour | : | Stephen P. Robbins |
| 2. Organisational Behaviour | : | S .S. Khanka |
| 3. Organisational Behaviour | : | Jit. S. chandan |
| 4. Organisational Behaviour | : | K Aswathappa |
| 5. OB human behaviour at work | : | John. W Newstrom, Keith Davis |

I semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|--------------------------------|
| COURSE TITLE | : FINANACIAL ACCOUNTING |
| COURSE CATEGORY & NO | : CORE COURSE I: BM1143 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to provide knowledge about Accounting Principles and their application in different Business situations.

1. Introduction: Accounting – a financial information system- inputs and outputs of accounting system- generally accepted accounting principles, concepts and conventions and postulates.

2. Financial Accounts of Sole Trading Concern: Construction of manufacturing, trading and profit and loss account and balance sheet with adjustments for prepaid and outstanding expenses, unearned and accrued incomes, bad debts, provision for bad and doubtful debts and provision for discount on debtors and creditors.

3. Study of Partnership Accounts: Accounting – problems related to admission, retirement and death of a partner.

4. Study of Company Account: Share capital of a company – Types of shares – Accounting entries on issue of shares for cash – forfeiture of shares – Re issue of forfeited shares.

5. Final Accounts of Joint Stock Companies: Form of balance sheet as per Schedule VI Part 1 of Companies Act (Preliminary Study only)

Books Recommended

| | | |
|-------------------------|---|-------------------|
| 1. Advanced Accounting | : | Shukla and Grewal |
| 2. Advanced Accountancy | : | Jain and Narang |
| 3. Advanced Accountancy | : | R. L. Gupta |
| 4. Advanced Accountancy | : | S.N. Maheswari |

I semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|--|
| COURSE TITLE | : BUSINESS STATISTICS |
| COURSE CATEGORY & NO | : COMPLEMENTARY COURSE I : BM1131 |
| No. of Credits | : 3 |
| No. of Instructional hours | : 4 per week |

Objective: To acquaint students with the techniques of statistical measures and analysis and their use in business.

1. Introduction: Meaning, Scope and Limitation of Statistics: Relationship with other Sciences.

2. Statistical Data: Type of Data – Collection and Editing of data; Diagrammatic and Graphical Representation of data statistical unit and errors; concepts of probability and sampling.

3. Measures of Central Tendency: Meaning and uses of Mean, Median, Mode, Geometric Mean, Harmonic Mean, Merits, Demerits, Computations.

4. Measures of Variation: Meaning, Objects of Measuring Range, Inter Quartile Range, Mean Deviation, Standard Deviation and Quartile Deviations; Skew ness; Moments Kurtosis – Computation.

5. Probability:- Fundamentals of permutation and combination -

Random Variables; Probability Distribution – Expectation – Binomial, Poisson and Normal Distribution - Random experiments and their outcomes – events – sure events – impossible events – mutually exclusive events- equally likely events – independent and dependent events – Definition of probability of an event – Laws of probability - addition and multiplication laws, conditional probability – Bayes' Theorem

Books Recommended

- | | | |
|--|---|------------------------|
| 1. Statistics and their applications to Commerce | : | Boddington to Commerce |
| 2. Statistics (Theory & Practice) | : | Dr. B.N. Gupta |
| 3. Fundamentals of Statistics | : | D.N. Elhance |
| 4. Statistical Methods | : | S.P. Gupta |
| 5. Fundamentals of Statistics | : | S.C. Gupta |
| 6. Statistics for Business & Management | : | Hodoo |

II semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|--|
| COURSE TITLE | : WRITING AND PRESENTATION SKILLS |
| COURSE CATEGORY & NO | : LANGUAGE COURSE I : EN 1211.1 |
| No. of Credits | : 2 |
| No. of Instructional hours | : 3 per week |

Objectives: 1. To familiarize students with different modes of general and academic writing. 2. To help them master writing techniques to meet academic and professional needs. 3. To introduce them to the basics of academic presentation

4. To sharpen their accuracy in writing.

On completion of the course, the students should be able to understand the mechanism of general and academic writing, recognize the different modes of writing, improve their reference skills, take notes, refer and document data and materials and prepare and present seminar papers and project reports effectively.

1 : Writing as a skill – its importance – mechanism of writing – words and sentences - paragraph as a unit of structuring a whole text – combining different sources – functional use of writing – personal, academic and business writing – creative use of writing.

2 : Writing process - planning a text – finding materials - drafting – revising – editing - finalizing the draft - computer as an aid – key board skills - word processing - desk top publishing.

3: Writing models – essay - précis - expansion of ideas – dialogue - letter writing – personal letters - formal letters - CV – surveys – questionnaire - e-mail – fax - job application - report writing. Academic writing - writing examinations - evaluating a text - note-making- paraphrasing summary writing - planning a text – organizing paragraphs – introduction – body – conclusion - rereading and rewriting - copy editing - accuracy.

4: Presentation as a skill - elements of presentation strategies – audience – objectives – medium - key ideas - structuring the material - organizing content - audio-visual aids – handouts - use of power point - clarity of presentation - non-verbal communication - seminar paper presentation and discussion.

Core Reading : *Write Rightly A Course for Sharpening Your Writing Skills.*(OUP)

Further Reading : 1. Robert, Barraas. *Students Must Write.* London: Routledge, 2006.

2. Bailey, Stephen. *Academic Writing.* Routledge, 2006.

3. Hamp-Lyons, Liz, Ben Heasley. *Study Writing.* 2nd Edition. Cambridge University Press, 2008.

4. Ilona, Leki. *Academic Writing.* CUP, 1998.

5. McCarter, Sam, Norman Whitby. *Writing Skills.* Macmillan India, 2009.

Module 4 :

Core Reading : *Guide to Presentations.*(by Mary Munter and Lynn Rusell. Pearson Education)

Further Reading : Jay. *Effective Presentation.* New Delhi:Pearson, 2009.

Reference : Mayor, Michael, et al, Ed. *Longman Dictionary Of Contemporary English.* 5th Edition. London:Pearson Longman Ltd, 2009.

II semester BACHELOR OF BUSINESS ADMINISTRATION

| | |
|-----------------------------------|---------------------------------------|
| COURSE TITLE | : E –COMMERCE |
| COURSE CATEGORY & NO | : FOUNDATION COURSE I : BM1221 |
| No. of Credits | : 3 |
| No. of Instructional hours | : 4 per week |

Objective: – To familiarise the students with the basic concepts of internet, e-commerce and software used for business.

1. Internet: - Internet basics – getting information on the internet – Protocol – www – Web Pages and HTML – web browsers – Searching the web – electronic mail – Advantages & disadvantages – Benefits of internet.

2. E-Commerce - Business on the internet – e-commerce – Framework of e-commerce – Impact of e-commerce on business – Retailing in e-commerce – Internet Shopping – Advertising in e-commerce – e-commerce for service industry [Medical Transcription & Business Process Out sourcing]

3. Cyber Banking: Electronic payment System – protocol –Concept of E-cash – flowchart – digital signature – Debit & Credit card system.

4. Internet, code of conduct: legal, ethical, and other public policy issues in e-commerce –protecting privacy –protecting intellectual property rights – introduction to cyber law.

5. Software for business: M.S Excel, Tally [30 hrs lab – Internal marks for this paper will be Attendance –5, lab record –10, lab exam-25]

Books Recommended

1. Basics of E-Commerce Legal and Security Issues : NIIT
Published by Asoke Ghose,
PHI
2. E-Commerce The Cutting Edge of Business : Bejajnath
3. E-Commerce : R. Kalakola
4. The Internet Book : Douglas E. Comer
5. Internet in a Nutshell : A. Leon
6. Internet and Web Design : R & D Wing, Mac Millan
7. BI Financial Management and Accounting System: Your Business Partner : A K Nadhani, BPB

II semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|--------------------------------|
| COURSE TITLE | : MARKETING MANAGEMENT |
| COURSE CATEGORY & NO | : CORE COURSE I: BM1241 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: –The aim of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

1. Definition of marketing management – scope of marketing, marketing concepts and tools – core marketing concepts, marketing environment –macro and micro environmental factors. Marketing Mix – role of marketing in modern management. Marketing information system. Marketing intelligence system.

2. Analyzing consumer markets and Buyer behaviour – determinants of consumer buying behaviour. Buying Decision process – buying roles. Stages of the Buying decision process – Analysing business markets and business buying – behaviour-buying behaviour models (simple models) - buying motives. Market segmentation- need and requirements of effective segmentation-basis for segmentation. Selecting Target markets. Positioning the market offering- How to differentiate differentiation tools – developing and communication a positing strategy.

3. Product Planning: Meaning of product – Types of product-product line and product mix decisions – New product Development – product life cycle concept – Branding and Packaging.

Price Planning: Meaning – Break-even Analysis – importance and Relationship to other marketing variables – Price and Non-price Competition – Pricing objectives- factors affecting pricing Decisions – pricing strategies.

4. Distribution Planning: Structure and Types marketing channels - channel functions and Role of Intermediaries – selection of distribution channels – channel Dynamics-channel co-operation and conflict – wholesaling – Retailing – Physical distribution – channel Management in India.

Promotion Planning: Meaning-Importance- steps in Developing Effective communication- Advertising and Public relations – personal selling and sales promotion – Direct marketing

5. Managing the Total marketing Effort: Developing customer value and satisfaction – Developing Strategy- Customer Relationship marketing – TQM in Marketing – Ethics in Marketing.

Books Recommended

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|---|---|-------------------------------|
| 1. Marketing management: Text and cases | : | KS Chandrasekar |
| 2. Principles of Marketing | : | Philip Kotler, Gary Armstrong |
| 3. Marketing Management | : | V.S. Ramaswamy etal |
| 5. Marketing | : | Rajan Nair |

II semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|---------------------------------|
| COURSE TITLE | : MANAGERIAL ECONOMICS |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1242 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: To acquaint the students with principles of Economics in Managerial decision- making

1. Introduction: Definition, nature, scope and structure of Managerial Economics – Decision – making, in Business – Economic Environment of Business.

2. Profit Decision: Business firm – the economic unit –Nature of profit –Function of profit – Measurement of profit – Theories of profit – Profit policies.

3. Demand Analysis: – Determinant of demand – Demand function – Elasticities of demand –Method for forecasting demand.

Cost Analysis: Cost concept, – Determinants of cost – Theoretical cost Function –Break-even analysis – Cost reduction and control.

4. Production Decision: Laws of returns – The production function – Isoquants – Isocost curves – Optional input combination.

Price Theory and Practice: Forms of market structure – Kinds of competitive situation – Nature of monopoly and oligopoly pricing objectives – pricing methods – Product line pricing, Product differentiation and pricing.

5. Business Cycles: Meaning, Feature and phases of business cycles –Theories of business cycles – Business forecasting.

Books Recommended

- | | | |
|--|---|-----------------------------------|
| 1. Managerial Economics | : | Joel Dean |
| 2. Managerial Economics | : | D. C. Hague |
| 3. Managerial Economics | : | W. W. Haynes & W.R.Henry |
| 4. Managerial Economics | : | C. J. Stokes |
| 5. Managerial Economics | : | M. Adhikary |
| 6. Managerial Economics | : | Barry Keating and J.Holton Wilson |
| 7. Managerial Economics | : | S. M. Wali and A. B. Kalkundrikar |
| 8. Business Economics | : | V. G. Mankar and S. P. Denkar |
| 9. Managerial Economics Concepts and Cases Gupta | : | V. L. Mate Samuel Paul & V. S. |
| 10. A study in Managerial Economics | : | D. Gopalakrishnan |
| 11. Managerial Economic Theory & Application for decision making: | : | Larry C. Peppers & Dale G. Bails |
| 12. Managerial Economics | : | D.N Dwivedi |

II semester BACHELOR OF BUSINESS ADMINISTRATION

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|----------------------------|--------------------------|
| COURSE TITLE | : BUSINESS LAWS |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1243 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to familiarize the students with various legal provisions governing the business.

1. Introduction: Definition of Law – Its importance – Branches of Nature and sources of Mercantile Law – Importance of Law - Definition of Mercantile Law.

2. Law of Contracts: Definition of contract – Essentials of valid contract classification of contracts – Offer – Acceptance - Communication of offer, Acceptance and Revocation Consideration – Capacity of Parties – Consent - Mistake – Misrepresentation – Fraud – coercion – undue influence – Unlawful agreements – void agreements - performance of contract – Discharge and breach of contract - Damages – Remedies for breach of contract.

3. Contracts of Indemnity and Guarantee: Definition – Distinction between Indemnity and guarantee - Surety – Rights and Liabilities of Surety – Discharge of surety.

4. Contract of agency – definition – essentials of relationship of agency – rules of agency – creation of agency – classification of agents – duties of agent – rights of agent–co-agent – personal liability of agent – termination of agency.

5. Sale of Goods Act 1930: Definition – Goods - classification of goods – sale - Essentials of sale – Agreement to sell – Difference between sale and agreement to sell – Delivery of goods – Types and rules regarding delivery of goods – Rules relating to passing of property in goods – Condition and warranty definition - Implied conditions – Implied warranty – Distinction between condition and warranty – “Risk Prima facie passes with Ownership” – “Nemodat quod non habet” and exceptions - Rights and Duties of buyer and seller - unpaid seller - definition – Rights and duties of unpaid seller.

Books Recommended

1. Laws for Business : Zulfi and Azhar Basheer
2. A manual of Mercantile Law : M C Shukla
2. Handbook of Mercantile Law : E Venkitesam
3. Mercantile Law : M C Kuchhal
4. Business Law : S K Agarwal
5. Elements of Mercantile Law : N D Kapoor

II semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|---------------------------------|
| COURSE TITLE | : COST ACCOUNTING |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1244 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to acquaint the students with basic concepts and tools used in Cost Accounting.

1. Nature of Cost Accounting: Meaning – Scope, and Importance of Cost Accounting – Concept and Elements of Cost – Cost and Cost Unit – Cost Sheet, Distinction between Cost and Financial Accounting.

2. Elements of Cost:

- (a) Materials: Accounting for materials – Classification, Purchasing, Store Keeping, Classification and Codification, Level Settings – Maximum, Minimum, and Re-order Level – Economic Order Quantity – Material Issues, Material Control, Methods of Pricing Issues, Specific Price FIFO, LIFO, Simple Average, Weighted Average, Stock Valuations, Perpetual Inventory, Periodic Inventory, ABC analysis, and VED analysis.
- (b) Labour: Definition and Classification, Computation of Labour Cost, Treatment of Idle Time, Over Time Wages, Leave with Wages etc. Principle methods of remuneration, various incentive wage systems.
- (c) Overheads: Definition, Importance, Classification, Collection and Accumulation of Overheads, Allocations apportionment and absorption of overheads, Treatment under and over absorption of overheads.

3. Costing Methods: Unit/Output costing, Job Costing Batch Costing and Contract Costing – Treatment of Profit on incomplete Contracts, Cost-plus Contracts.

4. Process Costing: Characteristics of Process Costing System – Distinction between Process Costing and Job Order Costing, Processes Losses, Accounting for Joint Product and By-Products.

5. Budget and Budgetary Control: Introduction Meaning of Budget, Meaning and Nature of Budgetary Control, Objectives, Characteristics, Advantages and Limitations of Budgetary Control.

Books Recommended

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|-----------------------------|---|---------------------------|
| 1. Cost Account | : | S.P. Jain and K.L. Narang |
| 2. Cost Accounting | : | Bhabuthosh Banerjee |
| 3. Advanced Cost Accounting | : | V.K. Saxena & C.D. Vashit |
| 4. Cost Accounting | : | T. Lucy |
| 5. Advanced Cost Accounting | : | J. Made Gowda |

III semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|----------------------------------|
| COURSE TITLE | : DECISION SUPPORT SYSTEM |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1341 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to build up the experience of computer usage in business houses with reference to commercial data processing.

1. Evolution of MIS: Concept of information – differences between information and data – Types of decision – Structures, unstructured, programmable, and non-programmable. MIS structure based on management activity, organizational function.

2. End user system development – DBMS – Introduction to DSS – characteristics & Components – Decision making – Use of DSS in Business environment.

3. Functional Applications of MIS: Production – Finance – Marketing – Personnel – Information exchange between subsystems

4. System Concepts: Definitions, Characteristics, Types of sale system, Control mechanism. Design of MIS – Input- output files, flowcharts, system flowchart, data bank, SDLC

5. Client – Server Architecture – networks – business process re-engineering.

Books Recommended

1. Management Information System - A management perspective
- Kenneth C Laudon and Jane Laudon
2. Decision support and expert systems -
Management support systems – Efrain Turban - Maxell Macmillan
3. Computer Based Information systems –
A management Approach – Donald - Macmillan Publishing Co.
New York.
4. Management Information Systems
India – Murdick & Ross – Prentice Hall
5. Management Information Systems
Jawadkar – Tata Mc Graw Hill – W S

III semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|---------------------------------|
| COURSE TITLE | : COMPANY LAW |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1342 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to make students understand the rules and the regulations regarding Company formation, corporate governance and raising of capital..

1. Introduction: Company Legislation in India – Definition and Nature of Company – Characteristics – Types of Companies – Private Company – Public Company – Government Company – Companies Limited by Shares – Companies Limited by Guarantee – Unlimited Companies – Deemed Public Companies – Privileges of Private Companies – Distinction between Private Company and Public Company.

2. Formation and Incorporation of Companies: Stages of Formation – Promotion – Functions of Promotion – Remuneration – Position – Liability – Incorporation Procedure – Pre-incorporation and Provisional Contracts – Capital Subscription – Commencement of Business.

3. Memorandum; Articles and Prospectus:

Memorandum: Definition – Importance – Clauses of Memorandum (Contents in Detail) – Procedure and Alteration of Memorandum of Association – Doctrine of ultravires and its legal consequences.

Articles of Association: Definition – Contents in Detail – Procedure of Alteration of Articles of Association – Distinction between Memorandum and Articles – Constructive Notice of Memorandum and Articles and its legal effect – Table-A.

Prospectus: Definition – Importance – Contents in Detail – Statement in Lieu of Prospectus – Deemed Prospectus – Misleading Prospectus.

4. Company Meeting: Statutory Meeting – Statutory Report – Annual General Meeting – Extra-ordinary General Meeting. Notice and its Requirements – Quorum – Agenda – Proxy – Voting Resolutions – Ordinary – Special – Resolution requiring special notice.

5. Winding up of Companies: Different Types.

Books Recommended

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|--|---|-------------------------|
| 1. Indian Company Law | : | Avtar Singh |
| 2. Elements of Company Law | : | N.D. Kapoor |
| 3. Indian Company Law | : | R.R. Gupta & V.S. Gupta |
| 4. Indian Companies Act, 1956 (With Amendment) | : | |
| 5. Text Book of Company Law & Secretarial Practice | : | S.F. Chandran Singh |
| 6. Text book of Company Law | : | M.P. Tandon |

III semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|---------------------------------|
| COURSE TITLE | : FINANCIAL MANAGEMENT |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1343 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to familiarize students with fundamentals principles of raising and utilizing money in a firm.

1. Introduction: Nature of Financial Management – Scope and objectives – Management of working capital. Definition of working capital – Components – nature of working capital – Factors affecting working capital – Financing of working capital – sources of working capital – Management of cash, receivables and inventory.

2. Cost of Capital: Meaning and importance – Computation of specific costs – weighted average cost of capital.

3. Capital Budgeting: Meaning – importance – estimation of cash flows – investment project evaluation techniques – payback period – Average rate of return – Net present value method – Internal rate of return – profitability index – Sources of Funds; Equity capital – Preference capital – Debentures – Term loans – Financial institutions providing long term finance.

4. Capital Structure: Capitalisation of Capital structure – Financial structure – Over capitalisation – Under capitalisation – Designing capital structure – Factors affecting capital structure – EBIT – EPS analysis – Assessment of debt capacity

5. Dividend Policy: Kinds of dividends – Factors affecting dividend policy – Dividend pay out ratio – stability of dividend – Formulating dividend policy – Bonus shares and stock splits

Books Recommended

1. Financial Management : K M Upadhyay
2. Financial Management : M Y Khan and P K Jain
3. Financial Management
Theory and Practice : Prasanna Chandra
4. Financial Management : I M Pandey
5. Financial Management : S C Kachal

III semester BACHELOR OF BUSINESS ADMINISTRATION

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| COURSE TITLE | : SERVICES MARKETING |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1344 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: To provide the students a basic understanding of services Marketing.

1. Understanding Services: Introduction – goods & services – characteristics of services - classification of services – Significance of service marketing – why marketing of services.

2. Management of Service marketing: Introduction - concept of marketing mix – Elements of marketing mix: product, price, place, promotion, people, physical evidence, process management – Internal marketing – Behavioural profile of consumers.

3. Service Delivery: People in services – Service process – distributing service - direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery.

4. Marketing of Different Services:

1. Marketing of Tourism Services: Introduction, factors governing demand for tourism, market segmentation, marketing mix

2. Marketing of Financial Services: Banks and Insurance services.

3. Marketing of Health care Services: Functions and systems of hospitals, types of hospitals, emerging trends in Medicare, marketing mix for hospitals.

5. Service Quality: Introduction, measurement of service quality, Introduction to gaps model and SERVQUAL dimensions, delivery of high quality services – trends in service marketing – Emergence of E-service.

Books Recommended

1. Services Marketing - S M Jha
2. Services Marketing - The Indian context - R Srinivasan
3. Services Marketing - Govind Apt
4. Services Marketing - Christopher H Lovelock
5. Services Marketing - Ravisankar
6. The Text book of Services, The Indian Experience- Nimit Chowdhary & Monica Choudhary

III semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|---------------------------------|
| COURSE TITLE | : TAXATION |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1345 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to familiarize students with the important provisions of Income Tax Act. Focus of the paper will be on Tax assessment of Corporate entities.

1. Basic Concepts and Definitions. – Distinction between Direct & Indirect Taxation

Residential Status: General norms – residential status of a company – relation between residential status and incidence of tax.

2. Incomes Exempt from Tax

3. Profits and Gains of Business or Profession (A detailed study of this head of income)

4. Computation of Total Income: Set off and carry forward of losses – deductions from gross total income- Assessment of Companies: Definitions –Rates of tax.Assessment Procedure: types of assessment – advance payment of tax.

5. Indirect Taxation –VAT. Concept Registration of dealers –Computation

Books Recommended

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| 1. Direct Taxes Law and Practice | : | Vinod. K. Singhanian |
| 2. Direct Taxes | : | B. B. Lal |
| 3. Income Tax Law and Practice | : | H. C. Mahrotra and S. P. Goyal |
| 4. Law and Practice of Income tax in India | : | Bhagavati Prasad |

Bare Acts

1. Income Tax Act, 1961 (As amended up-to-date)
2. Income Tax Rules, 1962 (As amended up-to-date)

IV semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|---------------------------------------|
| COURSE TITLE | : ENTREPRENEURSHIP DEVELOPMENT |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1441 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to make the student understand the concept of entrepreneurship and to give him a comprehensive idea of opportunities for small enterprises.

1. Definition of entrepreneurship - Definition of entrepreneur- characteristics- qualities- types and functions of an entrepreneur - Meaning and definition of entrepreneurship- barriers of entrepreneurship -role of entrepreneurship in economic development - types of entrepreneurs -Institutions assisting entrepreneurs – DIC, SIDCO, NSIC, SSIC, SISI, STBI, TCO's, KVIC, Commercial banks, Venture capital.

2. Entrepreneurial development programs in India - Phase of entrepreneurial development programs – content of training programme-Steps for starting a small industry- selection of forms of organization

3. Small Enterprise: : Small Enterprise – Definition- types- legal forms- role of small business in economic system- advantages and disadvantages with regard to size of business- Factors affecting success of small business management – Steps for starting a small Industry- Identification of location- Problems of MSME Units- Sickness- Meaning- definition- Causes of Sickness- Remedies – Government assistance to MSME .

4. Franchising: As a Strategy to start up with small business code of ethics in franchising – merits and demerits of franchising. Venture Capital as a source of funds for SSES-Tapping Venture capital funds – stages of financing – estimating return on various types – Family business

5. Feasibility Study in Setting up a New SSI: Study with regard to Location, Market, Physical Layout facilities, Finance and personnel – Practical Study.

Books Recommended

1. Entrepreneurial Development : Vasant Desai
2. Entrepreneurial Development Programmes : Kanuga
3. Small Business Management : Gupta & Srinivasan
4. Entrepreneurial Development : P Saravanel.

IV semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|-------------------------------------|
| COURSE TITLE | : HUMAN RESOURCES MANAGEMENT |
| COURSE CATEGORY & NO | : CORE COURSE I : BM1442 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to familiarise students with the basic principles of Human Resources Management.

1. Introduction: Significance and Scope of Human Resources Management – Distinction between HRM and personnel management, Functions of HRM, Role of HRM Managers – System Approach to HRM.

2. Human Resources Planning Preference Appraisal and Compensation: Need and importance of Human Resource, Planning – Job Design and Job Evaluation, Merit rating, Promotion, Demotion and Transfer, performance Appraisal – Designing of Effective Performance Appraisal System. Compensation to Employees - Wage Payment Systems, Incentive wage Plans, Profit sharing, Bonus issues, Fringe Benefits.

3. Human Resource Problems: Discipline, Turnover, Absenteeism, go slow, gherao, work stoppage, Morale Health and safety. Employee Discipline, Grievance and redressal

4. Human Resources Development: HRD Mechanism, Process, Out comes, HRD functions in an organisation.

5. Work culture, team building, TQM, quality circles, effects of down sizing – managing down sizing – HRM in multinational corporation – Human Resource accounting – impact of globalization in HRM – out sourcing , Introduction to facility management.

Books Recommended

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|---|---|--|
| 1. Personnel & Human Resources Management | - | Robert L Mathis |
| 2. Managing Human Resources | - | Wayne F Cascio |
| 3. Personnel Management & Human Resources | - | C S Venkate Ratnam & B K Srivastava |
| 4. Human Resources Management | - | Biswanath Ghosh |
| 5. Human Resources Management – An experimental approach | - | H John Bernadis |

IV semester BACHELOR OF BUSINESS ADMINISTRATION

COURSE TITLE : CAPITAL MARKET & INVESTMENT MANAGEMENT
COURSE CATEGORY & NO : CORE COURSE : BM1443
No. of Credits : 4
No. of Instructional hours : 5 per week

Objective: To familiarize the students with the nature and functioning of the Capital market in India.

1. Introduction: Meaning and importance – Structure of Indian financial system – Money market and capital market – characteristics of capital market in India – Instruments in capital market: equity shares, preference shares, debentures, bonds, Govt. securities, and new instruments – Recent developments in the Indian Capital market.

2. Primary and Secondary market

Primary Market: Definition and functions – Methods of floatation of New issues: Offer through prospectus, Offer of sale, private placement, and Right issue – Cost of floatation – Operators in the new issue market: Managers to the issue, underwriters, brokers to the issue- Merchant banking – Minimum subscription - allotment – Listing.

Secondary Market: Stock exchanges in India – Origin, growth organization, membership and functions – Trading mechanism of stock exchanges – Trading and settlement – Speculative traders v/s genuine inventors – Types of speculators – Bulls, bears, stags and lame duck – Trading in dematerialised securities-Central Depository system – The National Securities Depository Ltd (NSDL) – OTCEI – NSE.

3. Regulation of Capital Markets: – The Securities and Exchange Board of India (SEBI)- Constitution, powers and functions – role of SEBI in regulating the primary and secondary markets – Investor protection.

4. Introduction to Investment and Securities:- Investment, speculations and investment, investment objectives, the investment process, security analysis, construction of portfolio.

5. Other Investment Opportunities: Investment in government securities and bonds – post office saving certificate and deposits – public provident fund scheme, mutual fund schemes, bank deposits – LIC – Real Estate – other emerging avenues.

Books Recommended

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|---|---|---------------------------|
| 1. Portfolio Management | : | S. Kevin |
| 2. Security Markets in India | : | Balakrishnan and S.S. Nag |
| 3. Investment Management | : | V. A. Avadhani |
| 3. Investment Management | : | Preethi Singh |
| 4. Stock exchange Trading in India | : | L.C. Gupta |
| 5. Debentures and Debenture Market in India | : | A. Circon Bureau Study |
| 6. The Working of stock exchange in India | : | H. R. Machiraju |

IV semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|-------------------------------|
| COURSE TITLE | : BUSINESS PLANNING |
| COURSE CATEGORY & NO | : CORE COURSE : BM1444 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: This course is designed to help students develop business plans for creating and nurturing enterprises. This course is intended for all those students who want to pursue entrepreneurship. The students should form groups to set up their own venture and submit as project work.

1. Business planning: importance, need and scope – Role of stake holders in a business plan: entrepreneur, venture capitalist, investor, debt financier – their functions

2. Elements of a business plan – Pitfalls in a business plan – Executive summary – Product/Service concept – entrepreneur team – pitfalls of a team

3. Elements of a business plan: Target market - Market analysis – Competitive analysis – Marketing and Sales strategy- pitfalls in markets- how to get market knowledge

4. Elements of a business plan: Systems and organizations - operations – technology – implementation schedule – implications

5. Elements of a business plan: Financing the venture – financial plan – pitfalls in finance – scenario planning – risk evaluation – growth and exit plans- Developing own business plan

Books Recommended

1. William Sahlman, “Some thoughts on business plans”, HBS case 897-101.
2. Rich and Gumpert, “How to write winning business plans”, HBR May-June 1985.
3. Linda Pinson, “Anatomy of a business plan”, Amazon books.
4. EDII, “Developing new entrepreneurs”, EDII, Ahmedabad.
5. J B Patel & D G Allampally, “A Manual on How to Prepare a Project Report”, EDII, Ahmedabad.
6. EDII, “Business plans for SSI”, EDII, Ahmedabad.

IV semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|-------------------------|
| COURSE TITLE | : MANAGEMENT ACCOUNTING |
| COURSE CATEGORY & NO | : CORE COURSE: BM1445 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to acquaint the students with basic concepts and tools used in Management Accounting.

1. Introduction: Definition, Meaning, Nature, Scope and Objectives of management accounting, Distinction between financial, Cost and Management Accounting.

2. Analysis and Interpretation of Financial Statements: Balance sheet, Profit and loss account, functions of financial statements, meaning, objectives and importance and limitations of financial statements. Techniques of analysis- Comparative, Common size and Trend Analysis – Ratio Analysis – Classification of ratios – profitability ratios – liquidity ratios – solvency ratios – Activity ratios leverage ratios. –Interpretation of Financial Statements with the above ratios.

3. Fund Flow Analysis: Meaning & Concept of funds – Flow of funds – Fund flow statement – Uses – Significance and limitations – Procedure for preparing fund flow Statements – Cash flow Statements – Cash flow – Cash flow Statement – Uses, significance and limitations – Difference between fund flow statement and cash flow statement – Procedure for preparing cash flow statements. Interpretation of Funds Flow Statements.

4. Marginal Costing: Nature and Scope Basic concepts – Definition of marginal cost and marginal costing – Assumptions of marginal costing – CVP Analysis – Meaning, Importance and limitations of CVP analysis – Break-even Point – Breakeven chart – Margin of Safety – Profit Volume Graph – Applications in decision making.

5. Standard Costing and Variance Analysis: Meaning of Standard cost and Standard Costing – Steps involved in Standard Costing – Advantages and Limitations of Standard Costing – Variance analysis – Material Variances, Labour Variances.

Books Recommended

1. Management Accounting : S. P. Gupta
2. Management Accounting : S. N. Maheswari
3. The Practice of Management Accounting : K.S. Sastry and Nand
4. Principles and Practice of Management Accounting : Sharma & Gupta
5. Management Accounting : J. Made Gowda
6. Management Accounting : S. Banerjee
7. Principles of Management Accounting: Manmohan & Goyal
8. Principles of Management Accounting: N. K. Kulshrestha

V semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|-----------------------|
| COURSE TITLE | : OPERATIONS RESEARCH |
| COURSE CATEGORY & NO | : CORE COURSE: BM1541 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of the subject is to make the students familiar with the statistical and linear programming techniques. The main focus is however in their application in business.

1. Introductions to Operations Research – Definition and nature of Operations Research – Scope of Operations Research Matrix - Definition - Types of matrices – Operations on Matrices- Rank of Matrix – Solution of system of homogeneous and non homogeneous equations. Determinants – Minor and co-factors of a determinant – evaluation – Properties of determinants – Solution of simultaneous equations in 2 or 3 variables using Cramer's rule. Condition for consistency of 3 equations in 2 variables. Consistency of 3 simultaneous equations each of the form $ax+by+z=0$ where at most one of the coefficients a, b and c is zero. Ad joint and inverse of a matrix - General linear programming problem – Mathematical formulation of linear programming problem – Solution to linear programming problem by graphical method - simplex method simple problems.

2. Transportation problems – Attaining initial basic feasible solution using North/West Corner rule Least Cost Method and Vogel's approximation method – final solution – Optimal solution – unbalanced problems – Simple balanced problems and Unbalanced problems on the above method without degeneracy – Assignment problems – Hungarian method – Salesman routing problem.

3. Sequencing problem – Johnson's rule for n jobs – 2 machines. N job 3 machines problems – Replacement problems – Simple method – items that deteriorate with time and money value is fixed – group replacement policy.

4. Game theory – concept of pure and mixed strategies – minimum and maximum value of games – solving 2 person zero sum games with saddle point – solving. 2X2 games without saddle point – simple problem – dominance principle – simple problem.

5. Net work analysis: Concepts of PERT & CPM – simple problems.

(Note: Proof of theorem and derivations are excluded.)

Books Recommended

1. Operations Research - Dharani Venkatakrisnan
2. Operations Research - Kantiswarup, P K Gupta & Manmohan
3. Operations Research - Nair N G
4. Operations Research (Theory and Applications) - S K Jain, D M Mehta
5. Operations Research (Methods and Practical) - G K Mustafi

V semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|-----------------------|
| COURSE TITLE | : RETAIL MANAGEMENT |
| COURSE CATEGORY & NO | : CORE COURSE: BM1542 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this paper is to make the students understand the basic concepts of retailing, design and operation of retail facilities.

1. Retailing – nature and scope – functions of retailing – retail industry in India – types of retailing format – changes in retailing environment – socio-economic, technology and economic change.

2. Customers and retail business – understanding customers – factors influencing consumer behaviour – consumer decision making process – retailing information system and research – online retailing.

3. Location and organisational decisions – Types of location, trading area analysis – catchments area – site selection – developing location strategy – organisational patterns in retailing.

4. Store design, layout and space allocation – display – visual merchandising and atmosphere – store security – product assortment decisions – merchandise forecasting – pricing – labelling and packaging

5. Retail promotion – developing store image – retail store sales promotion – retail promotion mix strategy – retail budgeting and resource allocation – credit management – controlling retail operation.

Books Recommended

1. Berman Berry & Joel Evans – Retail Management
2. Pradhan - Retail Management
3. Levy Michale & Barton - A weitz - Retail Management
4. Roger & Paul Britain - Retail Management
5. Chetan Bajaj etal - Retail Management

V semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|------------------------|
| COURSE TITLE | : RESEARCH METHODOLOGY |
| COURSE CATEGORY & NO | : CORE COURSE: BM1543 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to make the student understand the basics of methodology of social science research and give him an insight into the various steps associated with research work.

1. Introduction: Research – Meaning, Need, Types of Research, Research Problem Identification, Setting up Objectives, Hypothesis, Types, Steps in Research Design.

2. Data Collection: Preliminaries of data collection, Primary and Secondary Data, Collection of Secondary Data, Editing and Scrutiny of Secondary Data, Methods of Collection of Primary Data, Drafting and Framing of Questionnaire, Scale Construction Techniques, Sampling - Different methods of Sampling.

3. Classification and Tabulating Data: Classification - Functions, Rules and Bases of Classification. Tabulation – Meaning and Importance, Parts of a Table, Requisites of a good table, Types of Tabulation.

4. Data Analysis: Analysis and Interpretation of Data, Tools and Techniques of Data Analysis – Percentage Weighted Average Presentation of Data, Difference between Diagrams and Graphs – General Rules for Constructing Diagrams – Types of Diagrams, Types of Graphs. Univariate and bivariate analysis

5. Report Preparation: Format of Report – Preparation of Reports – Use of Computer in Research Work.

Books Recommended

1. Research Method in Social Sciences : Good & Hatt
2. Business Research Method : Emory & Cooper
3. Research Methodology : Kothari. C.R
4. Business Research Methods : William G. Zikamand
5. Research Methodology : Krishnaswami

V semester BACHELOR OF BUSINESS ADMINISTRATION

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|----------------------------|-------------------------|
| COURSE TITLE | : OPERATIONS MANAGEMENT |
| COURSE CATEGORY & NO | : CORE COURSE : BM1544 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to familiarize students with the basic principles of Operations Management.

1. Introduction: Definition and objectives of operations management. Function of

Operations Manager. Relationship of operation functions with other functions.

Plant Location: Location decision factors. Brown and Gibson Model. Multi plant location. Location of services and emergency units.

2. Facilities Layout and Material Handling: Criteria for effective plant layout. Plant layout problems. Basic types of layout. Product layout process layout and fixed position layout. Material handling.

3. Application of Inventory Management Techniques

Material Requirement Planning (MRP): Concepts Bill of Materials Demand dependence. Product tree structure workout examples. Just in Time (JIT) Inventory system.

4. Production and Operations Planning: Aggregate planning. Production planning in Mass production system and Assembly line balancing. Production Scheduling. (Johnson's simple Problems Algorithm.) Project scheduling. Application of network analysis

5. Quality Management: Definition. Quality parameters. Planning Quality. Inspection and control. Control charts. Acceptance sampling (theory only). Operating Characteristic (OC) curve Quality Circles. Total Quality Management. Reliability; Maintainability & availability.

Books Recommended

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|--|---|------------------|
| 1. Production and Operations Management | : | S. N. Chary |
| 2. New Production Management | : | Senthil. M |
| 3. Modern Production/Operations Management | : | Elwood S. Bu-ffa |
| 4. Production and Operations Management | : | Adam and Ebert |
| 5. A Key to Production Management | : | Remesh M. S. |
| 6. Operations Management | : | Paneerselvam |
| 7. Operations Management | : | Aswathapa |

V semester BACHELOR OF BUSINESS ADMINISTRATION

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| COURSE TITLE | : PROJECT MANAGEMENT |
| COURSE CATEGORY & NO | : OPEN COURSE : BM1551 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

1. Introduction to Project Management : Project – meaning, definition, features, Project management – meaning, definition, characteristics, processes, benefits; project family tree, Project life-cycle, classification, scope and significance; systems approach, project manager – skills, role and responsibilities.

2. Project Analysis : Market and demand analysis, feasibility analysis, technical analysis, financial analysis, break even analysis, profitability analysis, risk analysis, social cost benefit analysis.

3. Project Planning and Organization : Development of Project Organization, forms of project organisation, planning the project organisation structure, modular approach to project management, effective and ineffective project management.

4. Project finance : Sources, project financing, Institutional finance to entrepreneurs, financial institutions, working capital management, Incentives and subsidies.

5. Project Evaluation: Techniques for project evaluation and review, project control, performance control, cost control, control during different stages of project.

References

Project Management - V C Sontakki, Himalya Publishing House, First Edition : 2006.

Project Management - Vasant Desai, Himalya Publishing House, Third revised edition : 2008.

Project – Prasanna Chandra, Tata McGraw Hill Publishing Co. Ltd., Fourth edition.
Project Management - Choudary

VI semester BACHELOR OF BUSINESS ADMINISTRATION

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|----------------------------|------------------------|
| COURSE TITLE | : FINANCIAL SERVICES |
| COURSE CATEGORY & NO | : CORE COURSE : BM1641 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of this course is to make the students familiar with the various aspects of financial services.

- 1. Evolution and Role of Financial Services in India** – Meaning and Scope of Financial Services – causes of financial innovation
- 2. Banking functions** – Industrial finance – retail financing – Non-banking financial intermediaries – Lease financing – advantages and disadvantages.
- 3. Factoring** – forms of factoring service – factoring services in India – Forfeiting – benefits – distinction between factoring and forfeiting.
- 4. Merchant banking:** Organisation setup of merchant banking in India – nature & services –current Indian scenario of merchant banks – credit rating – meaning, functions, advantages & disadvantages, credit rating agencies in India, Rating Methodology, Types of rating.
- 5. Venture Capital** – meaning, features, scope,, venture capital investment process, evaluation criteria, methods of venture financing, limitations of venture capital.

Books Recommended

1. Financial Markets & Services : E Gordon, E Natarajan
2. Capital market & Financial Services : Dr. Radha, Oommen Nair
3. Investment Management : V. K. Avadani
4. Money & Financial Markets : Patricia Janet & Sindhu
5. Investment Management : V. K. Bhatta
6. Financial Management : I. M. Pandey
7. Financial Services : M Y Khan

VI semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|------------------------|
| COURSE TITLE | : EXPORT MANAGEMENT |
| COURSE CATEGORY & NO | : CORE COURSE : BM1642 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: The objective of the course is to convey the relevance of exports, foreign exchange and exchange rate mechanisms and to create an understanding on export procedures and policies.

1. Introduction

Relevance of exports in the Indian Economy – Exports and Foreign Exchange – Exports and economic growth – Balance of Payment and Balance of trade.

2. Foreign Trade Policies

India's Export promotion strategies – Import substitution – foreign trade regulations – free trade and protection – EXIM Policy. Export promotion measures and role of SEZs. International treaties and conventions affecting Exports. WTO

3. Foreign Exchange operations.

Foreign exchange rates – determination of Foreign exchange rates - Foreign exchange marketers – transactions in foreign exchange markets - Foreign exchange quotations – Spot and forward. International Financial markets – Institutional Support for Export trade.

4. Documentation

Export contracts. Letter of credit documents used in Export trade- - Shipping and Air Cargo documents – Banking Documents.

5. Export Status and Incentives

India major export items – impact of transactionalisation of economy on exports – export incentives – tax incentives – special licensing and protection.

Books Recommended

1. Kripalini V H - International marketing
2. Paras Ram - Exports what Where and how W Keegan Global Marketing management
3. A K Chatterje- Principles of Foreign exchange
4. S K Varghese- Foreign exchange and financing of Foreign Trade

VI semester BACHELOR OF BUSINESS ADMINISTRATION

COURSE TITLE : **BUSINESS POLICY & STRATEGIC MANAGEMENT**
COURSE CATEGORY & NO : **CORE COURSE: BM1643**
No. of Credits : 4
No. of Instructional hours : 5 per week

Objective: The objective of this course is to make the students familiar with the holistic perceptive of enterprises.

1. Introduction to Business Policy: Evolution of Business Policy – Nature Importance – purpose – objectives of Business Policy – Industrial policy and Business Policy – Defining & explaining strategy – Different levels of strategy – Strategic decision making – Strategic management process

2. Strategic Indent : Introduction – vision – Mission – goals & objectives – Environmental appraisal – concept of environment, Environmental sectors – Environmental scanning – Appraising the environment – Organisational Appraisal – Corporate level strategies: grand strategies, Stability strategies, Expansion strategies, Retrenchment strategies, Combination strategies – Business - level strategies : Generic business strategies, Tactics for business strategies – Strategic Analysis & choice – Corporate level Strategic Analysis – Business level strategic analysis.

3. Corporate Strategic Planning: Strategy Implementation: Aspects of strategy implementation – Project Implementation – Procedural implementation – Resource allocation – Structural implementation – Structures for strategies – organisation design & change – organisational systems – Functional strategies:- functional plans & Polices, financial, marketing, operations, personnel ,Information management plans & policies – Integration of functional plans & policies.

4. Strategy Evaluation: An overview of strategic evaluation & control – operational control – Techniques of strategic evaluation & control – Role of organisational systems in evaluation.

5. Globalization: - Stages of globalization – conditions for globalization – competitive advantages for nations – Threats and challenges –corporate strategies– joint venture, sell offs – divestiture–spin offs, corporate control, changes in ownership structure – exchange offers, share re-purchase, management buyouts, financial restricting – corporate restricting in India.

Books Recommended

1. Business policy and Strategic Management : Azhar Kazmi
2. Business policy and Strategic Management : L M Prasad
3. Strategic Management : Francies Cherunillam
4. Strategic Management Theory : Hill / Jones

VI semester BACHELOR OF BUSINESS ADMINISTRATION

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|-----------------------------------|----------------------------------|
| COURSE TITLE | : SOFT SKILLS DEVELOPMENT |
| COURSE CATEGORY & NO | : OPEN COURSE : BM1651 |
| No. of Credits | : 4 |
| No. of Instructional hours | : 5 per week |

Objective: This programme is designed to develop the communicative skill and the overall personality of the student. It intends to fine-tune the skills relating to presentation, communication, team building, time management, listening leadership, etc. The evaluation of the program is to be made taking into consideration, the participation, enthusiasm and the overall contribution of the student in the development of the skills.

Contents:

1. Verbal Communication includes Planning, Preparation Delivery, Feedback and assessment of activities like: Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, body language and use of Presentation aids
2. Written communication that includes project proposals, brochures, newsletters, articles, business letters -Etiquettes that include: etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc.
3. Improving Personal Memory, study skills that include rapid reading, notes taking, complex problem solving and creativity.

VI semester BACHELOR OF BUSINESS ADMINISTRATION

COURSE TITLE : PROJECT WORK
COURSE CATEGORY & NO : CORE PROJECT : BM1644
No. of Credits : 4

During this semester the candidate shall do a project for a business organization. The candidate shall prepare and submit a project report to the Department. The report shall be printed and spiral bound with not less than 50 A4 size pages. The project report should be submitted to the Head of the Department one month before the last working day of the sixth semester. A Board of two examiners appointed by the University shall evaluate the report of the project work. The viva-voce based on the project report shall be conducted individually. The maximum weightage for evaluation of the project shall be 20, distributed among the following components of the project evaluation:

| | |
|--|-----|
| Statement of the problem and significance of the study | - 2 |
| Objectives of the study | - 1 |
| Review of literature | - 1 |
| Research methodology | - 3 |
| Analysis and interpretation | - 4 |
| Presentation of the report | - 3 |
| Findings and suggestions | - 2 |
| Bibliography | - 1 |
| Viva-voce | - 3 |
| Evaluation of project report | |

The candidate should get a minimum of D grade for project report for a pass. If the candidate fails to get a minimum D grade in project report, he or she shall resubmit the project report after modifying it on the basis of the recommendations of the examiners.

Viva Voce

At the end of sixth semester candidate shall attend a comprehensive viva voce. The candidate should get a minimum D grade in the viva voce for a pass in viva voce examination and an aggregate D grade in the core project course. If the candidate fails to get D grade in project / Viva he/she has to reappear for that part only.

Project work shall have the following stages

- ⊕ Project proposal presentation
- ⊕ Field work and data analysis
- ⊕ Report writing
- ⊕ Draft project report presentation
- ⊕ Final project report submission

The project can be done individually. The candidate shall prepare at least two copies of the report: one copy for submission to the Department and one copy for the student which he/she has to bring with him/her at the time of viva voce. More copies may be prepared if the organization or the guide or both ask for one copy each. The duration for project work is 3 weeks. A certificate showing the duration

of the project work shall be obtained from the organization for which the project work was done and it shall be included in the project report.

Structure of the report

Title page

Certificate from the organization (for having done the project work)

Certificate from guide

Acknowledgements

Contents

Chapter I : Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)

Chapter II Review of literature

Chapters III and IV: Data Analysis (2 or 3 chapters)

Chapter V : Summary, Findings and Recommendations.

Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

Bibliography (books, journal articles etc. used for the project work).

Grading

Both CE and ESE will be carried out using the direct grading system on a 5 point scale and the grades are given below:

| Letter Grade | Performance |
|--------------|---------------|
| A | Excellent |
| B | Very Good |
| C | Good |
| D | Average |
| E | Below Average |