

*Placed at the meeting of
Academic Council
held on 12.12.2019*

Appendix-H-22
MADURAI KAMARAJ UNIVERSITY
(University with Potential for Excellence)
Directorate of Distance Education

Syllabus for B.B.A. (Semester Pattern)
(Bachelor of Business Administration)
(With effect from the academic year 2019-2020 onwards)
Regulations, Scheme of Examinations and Syllabus

1. INTRODUCTION OF THE PROGRAMME

The Bachelor of Business Administration programme has been offered by this university since its inception to provide developmental avenue for working personnel and professionals for acquiring management qualifications to upgrade and refine their managerial skills, capabilities, and orientation. Also it aims to impart lifelong learning opportunities to the learners in the specific domains like leadership, entrepreneurial skills, and professional competence. The Programmes offered by the university are useful and geared to fulfill identified gaps in the corporate and business world.

2. ELIGIBILITY FOR ADMISSION:

Candidates seeking admission to the BBA degree course must have passed the Higher Secondary Examination of the Government of Tamil Nadu or as its equivalent examination.

Duration of the Programme: 3 Years : Medium of Instructions: English

3. OBJECTIVES OF THE PROGRAMME:

The objective of the BBA degree program is to prepare the higher secondary students of above average attainments for a course that will equip them with specific knowledge and skills for junior and middle positions of responsibilities in industrial and commercial organizations, after an initial spell of practical experience in their career. It is therefore, advisable to organize the instruction on the lines of professional courses. Participative methods of instruction should be adopted. Class work may be supplemented with field study report for enhancing their research interests.

4. OUTCOME OF THE PROGRAMME

At the end of the three year Bachelors in Business Administration program, students would gain a thorough grounding in the fundamentals of business management. The industry and entrepreneurship oriented curriculum offers a number of specializations and practical exposures which would equip the student to face the contemporary challenges in the field. The holistic outlook of the program with a number of value based and personality development courses ensures that students are groomed into up-to-date, assertive and effective business executives with strong leadership skills and social consciousness.

COURSE STRUCTURE

I Semester		Credits	II Semester		Credits
	Part I : Tamil/Alternate subjects			Part I : Tamil/Alternate sub	
1.	Vanika Kadithankal	3	6.	Aluvalaka Melanmai	3
2.	Part-II : English Paper– I	3	7.	Part-II : English Paper– II	3
	Part III – Core Course			Part III – Core Course	
3.	Principles of Management	4	8.	Business Environment	4
4.	Fundamentals of Accounting	4	9.	Cost Accounting	4
	Allied Course			Allied Paper	
5.	Business Economics	3	10.	Money and Banking	3
Total Credits in the Semester		17	Total Credits in the Semester		17
III Semester			IV Semester		
	Part III – Core Course			Part III – Core Course	
11.	Company Law	4	16.	Industrial Law	4
12.	Organizational Behaviour	4	17.	Marketing Management	4
13.	Management Accounting	4	18.	Human Resource Management	4
	Allied Course			Allied Course	
14.	Business Mathematics	3	19.	Business Statistics	3
	Skill Based Course			Skill Based Course	
15.	Computer Application in Business	2	20.	Leadership and communication Skills	2
Total Credits in the Semester		17	Total Credits in the Semester		17
V Semester			VI Semester		
	Part III – Core Course			Part III – Core Course	
21.	Operations Management	4	26.	Strategic Management	4
22.	Advertising Management	4	27.	Services Marketing	4
23.	Financial Management	4	28.	Total Quality Management	4
	Skill Based Course			Skill Based Course	
24.	Entrepreneurship Development	2	29.	Employability Skills	2
Total Credits in the Semester		14	Total Credits in the Semester		14

Part-IV : Value Education is a compulsory paper common for all UG courses. Students have to write examination in first semester.

Part-V : Environmental Studies is a compulsory paper common for all UG courses. Students have to write examination in second semester.

WORKLOAD AND SCHEME OF EXAMINATION

SEMESTER I					
S.No	Subjects	No. of Credits	Internal Marks	External Marks	Total
Part I Tamil/Alternate Subject					
1.	Vanika Kadithankal	3	25	75	100
Part II English					
2.	English Paper – I	3	25	75	100
Part III Core Course					
3.	Principles of Management	4	25	75	100
4.	Fundamentals of Accounting	4	25	75	100
Allied Course					
5.	Business Economics	3	25	75	100
TOTAL		17	125	375	500
Part I Tamil/Alternate Subject					
1.	Aluvalaka Melanmai	3	25	75	100
Part II English					
2.	English Paper – II	3	25	75	100
Part III Core Course					
3.	Business Environment	4	25	75	100
4.	Cost Accounting	4	25	75	100
Allied Course					
5.	Money and Banking	3	25	75	100
TOTAL		17	125	375	500
Part III Core Course					
1.	Company Law	4	25	75	100
2.	Organizational Behaviour	4	25	75	100
3.	Management Accounting	4	25	75	100
Allied Course					
4.	Business Mathematics	3	25	75	100
Skill Based Course					
5.	Computer Application in Business	2	25	75	100
TOTAL		17	125	375	500
SEMESTER IV					
Part III Core Course					
1.	Industrial Law	4	25	75	100
2.	Marketing Management	4	25	75	100
3.	Human Resources Management	4	25	75	100
Allied Course					
4.	Business Statistics	3	25	75	100
Skill Based Course					
5.	Leadership And communication Skills	2	25	75	100
TOTAL		17	125	375	500
SEMESTER V					
Part III Core Course					
1.	Operations Management	4	25	75	100

2.	Advertising Management	4	25	75	100
3.	Financial Management	4	25	75	100
	Skill Based Course				
4.	Entrepreneurship Development	3	25	75	100
	Mandatory Course				
5.	Environmental Studies	2	25	75	100
	TOTAL	17	125	375	500
SEMESTER VI					
	Part III Core Course				
1.	Strategic Management	4	25	75	100
2.	Services Marketing	4	25	75	100
3.	Total Quality Management	4	25	75	100
	Skill Based Course				
6.	Employability Skills	3	25	75	100
	Mandatory Course				
7.	Value Education	2	25	75	100
	TOTAL	17	125	375	500
	GRAND TOTAL	102	1025	3075	4100

NOTE: Those Students, who have not studied Tamil as a language in their Higher Secondary Course, may be exempted and allowed to write the Part – I papers: “Vanika Kadithankal” (I Semester) and “Aluvalaga Melanmai” (II Semester) in English also.

SEMESTER – I PART – I Credits - 3 **PAPER – 1 வணிகக் கடிதங்கள்**

நோக்கம்:

இப்பாடத்தின் மூலம் வணிகக் கடிதங்களின் தேவை, கடித வகைகள், வியாபாரக் கடிதங்கள், விசாரணை கடிதங்கள், அரசுத்துறை மற்றும் பொதுசேவை கடிதங்கள், வங்கிக் கடிதங்கள், மற்றும் வேலை வேண்டி விண்ணப்பக் கடிதங்கள் ஆகியவற்றை பற்றி அறிய முடியும்.

விளைவு:

இப்பாடத்தின் விளைவாக மாணவர்கள் வணிக சூழல்களில் கடிதங்கள் எழுதும் திறன் படைத்தவராகத் திகழ்வார்கள்.

அலகு I: வணிகக் கடிதங்கள் – தேவை மற்றும் முக்கியத்துவம் – நோக்கங்கள் - வணிக கடிதங்களின் அடிப்படைக் கூறுகள் - வணிக கடிதங்கள் பொது அமைப்பு மற்றும் படிவங்கள் – சிறப்புக் கூறுகள் – கடித வகைகள்.

அலகு II: வியாபாரக் கடிதங்கள் - முனைவு கடிதங்கள் மற்றும் விசாரணைகள் விலைப்புள்ளிகள் - ஆணையூறுக்கள் - “ஆணையூறு நிறைவேற்றுதல்” - சரக்கு பெற்றுக் கொண்டதை உறுதி செய்தல்.

அலகு III: வணிகர் விசாரணை கடிதங்கள் - வியாபார விசாரணை மற்றும் வங்கி விசாரணை - புகார்களும் சரிக்கட்டலும் - நிலுவைத் தொகை நினைவுறுத்தல் - வசூல் செய்தல் - கணக்கை நேர் செய்தல்.

அலகுIV: சுற்றுக் கடிதங்கள் - விற்பனைக் கடிதங்கள் - அரசுத்துறை மற்றும் பொதுசேவை அமைப்பு சார்ந்த கடிதங்கள்.

அலகுV: வங்கிக் கடிதங்கள் - காப்பீட்டுக் கடிதங்கள் - வேலை வேண்டி விண்ணப்பக் கடிதம் - பத்திரிக்கை ஆசிரியருக்கு கடிதங்கள்.

குறிப்பு: வணிக நிர்வாகவியல் ஆசிரியர்கள் மட்டுமே இந்தப் பாடத்தை நடத்தவும் விடைத்தாள் மதிப்பீடு செய்யவும் பரிந்துரைக்கப்படுகிறது.

Text Book

அன்பழகன் & ராமர், 2013, வணிகக் கடிதங்கள், மெரிட்பப்ளிகேஷன்ஸ், மதுரை.

Reference Books:

ராஜேந்திரன். எஸ், 2008, வணிகக் கடிதங்கள், பாவைப்ப்ளிகேஷன்ஸ், சென்னை.
Commercial Correspondence & Office Management – R.S.N. Pillai & Bahavathi
Business Communication – by Sharma Gupta – Kalyani Publishers

SEMESTER – I PART - II Credits - 3

PAPER 2 English Paper I

Common Syllabus prescribed by Madurai Kamaraj University.

SEMESTER-I CORE COURSE-1 Credits - 4 PAPER-3 PRINCIPLES OF MANAGEMENT

Objective: *To enable the students to understand the fundamental principles of management analyse the role of planning and decision making in business comprehend the various principles and structures in organising keep abreast the concepts of staffing and directing in management and apply the principles and techniques of controlling in business situations*

Unit I: Management- Nature and definition- Function of management - Management: Art, Science and profession .Admission Vs Management. Functional Areas of Management- Managerial skills, Technical skills, Human and Conceptual skills, Levels of Management: Top-level, Middle level and lower level.

Unit II: Evolution of management-F.W. Taylor and scientific management, Contribution of Fayol, Planning-Definition, Importance and Characteristics. Planning process-Types of plans- Merits and limitations of planning-Decision making –meaning, process and types.

Unit III: Organizing: Meaning, Definition and principles, organization structure and charts- Features of good organization: Line, Functional, line and staff, committee-Merits and Demerits of line and line staff, Departmentation -process and methods. Delegation of authority Definition Need and principles. Centralization and Decentralization-Merits and Demerits.

Unit IV: Staffing- Meaning –Recruitment –Selection –Directing-meaning, Importance, Principles.

Unit V:Control –Meaning , Nature , Importance and Principles , Steps and Techniques , Requirement of an Effective control system

Text Book: Gupta, C.B., 2014, Management Theory and Practice, Fourteenth Edition, Sultan Chand & Sons, New Delhi.

Reference Books:

Prasad, L.M., 2015, Principles and Practice of Management, Eighth Edition Reprint, Sultan Chand & Sons, New Delhi.

Tripathi, P.C., 2017, Principles of Management, Sixth Edition, McGraw-Hill Education, New Delhi.

Mitra, J.K., 2017, Principles of Management, Oxford University Press, New Delhi.

**SEMESTER-I : CORE COURSE- 2 Credits - 4
PAPER-4 - FUNDAMENTALS OF ACCOUNTING**

Objectives: *To enable the students develop conceptual understanding of the basic accounts system through book-keeping mechanism and to prepare financial statement*

Unit-I: Book –Keeping –Meaning –Systems- Accountancy- Meaning – Objectives - Importance-Advantages & Limitations- – Accounting concepts and conventions- kinds of Accounts.

Unit- II: Journal- Rules for journalizing - Subsidiary Journal –Purchase book, Sales book, Returns book, Cash book and Petty cash book - Ledger – Preparation of Trial Balance.

Unit-III: Final accounts (Accounts of trading concerns) – Format of final accounts - Elementary problems with simple adjustments – Capital expenditure, Revenue expenditure and Deferred Revenue Expenditure – Meaning and distinction.

Unit- IV: Depreciation- Meaning - Causes and need, Methods of depreciation - Straight Line Method – Written down Value Method (Simple problems only) – Depreciation fund method, Annuity method (Theory only)

Unit-V: Accounts of Non – Trading concerns- Receipts and Payments Account-Income and Expenditure Account and Balance sheet.

Note: Questions must be asked 60% on problems & 40% on theory.

Text Books:

Jain, S.P., Narang, K.L., 2014, Financial Accounting, Twelfth Edition, Kalyani Publishers, Ludhiana.

Reference Books:

Reddy, T.S., Murthy, A., 2012, Financial Accounting, Seventh Edition, Margham Publications, Chennai.

Shukla, M.C., Grewal, T.S., & Gupta, S.C., 2014, Advanced accounts Volume I, Revised Edition, S.Chand, New Delhi.

Maheswari, S.N., & Maheswari S.K., 2012, Financial Accounting, Fifth Edition, Vikas Publishing House Pvt Ltd., New Delhi.

SEMESTER-I : ALLIED COURSE- 1 Credits - 3
PAPER-5 : BUSINESS ECONOMICS

Objectives: *To understand the student about Business Economics by learning the fundamental concept of business economics, responsibilities of business economist, law of demand and competition prevail in the market.*

Unit I: Business Economics Meaning -Nature and scope of Business Economics - Economics versus Business Economics – Fundamental Concepts – Role and responsibility of Business Economist – Objectives of a modern business firm.

Unit II: Demand Analysis – Law of demand – Demand determinants – Demand distinctions – Elasticity of demand – Measurement of price elasticity of demand – Factors determining elasticity of demand – Uses of Elasticity of demand.

Unit III: Demand Forecasting – Meaning. Objectives, importance and factors involved in forecasting. Methods of forecasting – Features of a good forecasting method.

Unit IV: Market Structure– Classification -perfect Competition, Monopoly, Duopoly, Oligopoly and Monopolistic competition.

Unit V:Profit Analysis – Nature of profit. Profit planning. Break Even Analysis – Concepts, uses and limitation. Profit forecasting.

Text Books:

Sankaran.S, 2012, Managerial Economics, Margham Publishers, Chennai.

Reference Book:

1. Varshney,R.L and Maheswari. K.L., 2014, Managerial Economics,Sultan Chand& Sons, New Delhi.
2. YogeshMaheswari, 2013, Managerial Economics, Third Edition, PHI Learning, New Delhi.
3. DebabraDutta, 2017, Managerial Economics, PHI Learning, New Delhi.

SEMESTER-II : PART- I Credits - 3
PAPER-1 அலுவலக மேலாண்மை

நோக்கம்: இப்பாடத்தின் மூலம் நவீன அலுவலகத்தின் அமைப்பு முறைகள், அலுவலக வளமை தயாரித்தல், அலுவலக இடவசதியை எவ்வாறு பயன்படுத்துவது, பணியை எளிதாக்குவது, கோப்பிலிடுதல், அலுவலக இயந்திரங்களின் தேவைகளை எளிதாக்குவது, கோப்பிலிடுதல், அலுவலக இயந்திரங்களின் தேவைகள், அறிக்கைகளின் வகைகள் ஆகியவற்றை பற்றி தெரிந்து கொள்ள முடியும்.

அலகு I: அலுவலக மேலாண்மை - இலக்கணம் - நவீன அலுவலகத்தின் அமைப்பு முறைகள் - நவீன அலுவலகத்தின் இலக்கண செயல்பாடுகள் மற்றும் முக்கியத்துவம் - அதிகாரத்தை பரவலாக்குதல் - அலுவலக வளமை வகைகள் - தயாரித்தல் - பயன்படுத்துதல் மற்றும் மதிப்பிடுதல்.

அலகு II: அலுவலக இடவசதி - அலுவலக மனைத்துணைப் பொருட்கள் மற்றும் அமைப்புத்திட்டம் - பணிக்கேற்ற சூழ்நிலை - பணியை எளிதாக்குதல், அஞ்சலக முறை கடிதப்போக்குவரத்து மற்றும் பதிவேடுகளை பராமரித்தல், தபால்களை கையாளுதல் - அஞ்சல் துறையை அமைத்தல் - மையப்படுத்தப்பட்ட அஞ்சல் பணி - உள்வரும் மற்றும் வெளி தொடர்பு வாய் மொழி தகவல் தொடர்பு மற்றும் எழுத்து மூலம் தகவல் தொடர்பு பதிவேடுகளை உருவாக்குதல் - எழுத்துப் பணிகள் - அலுவலக அறைகள் - படிவக் கட்டுப்பாடு - வடிவமைப்பு - தொடர்பு எழுது பொருள்.

அலகுIII: கோப்பிலிடுதல் - நல்ல கோப்பீடு முறையின் முக்கிய அம்சங்கள் - வகைப்படுத்தல் மற்றும் வரிசைப்படுத்துதல் - கோப்பீட்டு முறைகள் - மையக் கோப்பீட்டு முறை மற்றும் பரவலாக்கப்பட்ட கோப்பீட்டு முறை - கட்டகராதியின் பல்வேறு வகைகள்.

அலகுIV: அலுவலக இயந்திரங்களும் சாதனங்களும் பல்வேறு சாதனங்களின் தேவைகள் - அலுவலக இயந்திரங்களை தேர்ந்தெடுப்பதற்கான அடிப்படைக் கோட்பாடுகள் - கணிப்பொறி மற்றும் புள்ளி விவரங்களைத் தொகுத்தளிக்கும் இயந்திரம்.

அலகுV: அலுவலக அறிக்கைகள் - அறிக்கைகளின் வகைகள் அமைப்பு மற்றும் அறிக்கைகளின் செயலாக்கம் பொது வணிகச் சொற்கள்.

குறிப்பு: வணிக நிர்வாகவியல் ஆசிரியர்கள் மட்டுமே இந்தப் பாடத்தை நடத்தவும் விடைத்தாள் மதிப்பீடு செய்யவும் பரிந்துரைக்கப்படுகிறது.

Text Book

அன்பழகன் & ராமர், 2013, அலுவலக மேலாண்மை, மெரிட் பப்ளிகேஷன்ஸ், மதுரை.

Reference

Commercial Correspondence & Office Management – R.S.N. Pillai&Baghavathi.
Office Management – Sharma, Gupta, Kalyani publishers

SEMESTER- II : PART- II : Credits - 3 **PAPER-2 English Paper II** Common Syllabus prescribed by Madurai Kamaraj University.

SEMESTER- II : CORE COURSE - 3 Credits - 4 **PAPER-3 : BUSINESS ENVIRONMENT**

Objectives : *To enable the students understand the business and environment related factors and macro environmental issues by applying the knowledge of macroeconomic policies and their impact on business organization and strategy.*

Unit I: Business Environment - meaning – various environments affecting business – Economic, Socio-cultural, Political and Government, Competitive, Demographic. Physical and Geographical and Technological environments.

Unit II : Business and society – Interface between Business and culture – social responsibilities of business – Meaning and types – Arguments for and against social responsibilities – social Audit – Business Ethics.

Unit III : Business and Government – State Regulations on business – New Industrial Policy – Industrial Licensing Policy.

Unit IV: Privatization– Meaning – ways of privatization – Benefits – Arguments against privatization – pros and cons of liberalization and globalization – MNC – Merits and Demerits.

Unit V : Business and economic system – socialism, Capitalism and mixed economy – its impacts on business – public sector – its objectives – achievements and failures.

Text book

Cherunilam, F., 2014, Business Environment Text and Cases, Twenty second Edition, Himalaya Publishing House, Mumbai.

Reference books:

Aswathappa, K., 2014, Essentials of Business Environment, Twelfth Revised Edition, Himalaya Publishing House, Mumbai.

Gupta, C.B., 2013, Business Environment, Second Edition, Sultan Chand& Sons, New Delhi.

Saleem S., 2012, Business Environment, First Edition, Pearson Education, New Delhi.

SEMESTER- II : CORE COURSE- 4 Credits - 4 **PAPER- 4 : COST ACCOUNTING**

Objective: *To enable the students inculcate a conceptual understanding of the basic cost accounts system and procedures.*

Unit I : Cost Accounting – meaning, objectives, functions and importance – cost Accounting – Advantages and limitations of cost accounting – Costing system – cost centre – cost control – classification of costs.

Unit II : Material control – objectives – purchase control centralized and decentralized purchase – stock levels and economic order quantity – ABC Analysis – Bin card – stores ledger – material issues – FIFO, LIFO, Simple average and weighted average methods.

Unit III : Labour – direct and indirect labour – labour turnover – methods – causes – idle time – types – overtime – methods of wage payments – premium and bonus plans – Halsey and Rowan plan – Differential piece rate system – Taylor method – Merricks system – Gantt's Task Bonus plan.

Unit IV : Overhead – meaning, allocation and apportionment – importance – classification-Re-apportionment – absorption of overheads – methods – Machine hour rates (simple problems).

Unit V : Unit or output costing – cost sheet – Tenders and quotations – profit Reconciliation statement – job, batch and contract costing (theory only).

20% of the questions must be theory

80% of the Questions must be problems.

Text book:

Pillai, R.S.N. and Bagavathi, V., 2011, Cost Accounting, Seventh Edition, S. Chand & Company, New Delhi.

Reference Books:

Jain, S.P. & Narang, K.L., 2013, Practical Problems in Cost Accounting, Seventeenth Edition, Kalyani Publishers, Ludhiana.

Maheswari, S.N., 2012, Advanced problems and solutions in Cost Accounting, Eighteenth Edition, Sultan Chand & Sons, New Delhi.

Reddy, T.S., & Reddy, H.Y., 2012, Cost Accounting, Fourth Edition, Margham publications, Chennai.

SEMESTER- II : ALLIED COURSE-2 Credits - 3
PAPER-5 : MONEY AND BANKING

Objective: *To enable the students understand basic transactions of money and banking system in the modern business context..*

Unit I : Definition of money – difficulties of barter system. Kinds of money – commodity money, metallic money, paper money and credit money. Functions of money-primary, secondary and contingent functions.

Unit II : Gold standard – definition – types – characteristics – working of gold standard – principles and methods of note issue. India's present currency system.

Unit III : Inflation; meaning – kinds of inflations – inflationary gap-consequences of inflation – Deflation. Trade cycles; meaning phases of a trade cycle control of trade cycles.

Unit IV : Commercial Banks – functions-arguments for nationalization of commercial banks-creation of credit- process- limitations– credit control – methods – RBI – functions.

Unit V : E. Banking – Introduction – meaning – Traditional Vs E-Banking – Merits and Demerits – Internet Banking – Debit card – credit card – merits and demerits – Electronic Payments systems – NEFT – ECS – RTGS – Features.

Text book:

Sundaram, K.P.M. 2009, Money, banking and international trade, Sultan Chand & Sons, New Delhi.

Reference Book:

Mithani, D.M. 2014, Money, Banking, International Trade, and Public Finance, Himalaya Publishing House, New Delhi.

**SEMESTER-III : CORE COURSE- 5 Credits - 4
PAPER-1 : COMPANY LAW**

Objective: *To impart the basic knowledge about company, its structure, financial aspects, and general functioning in the modern business context.*

UNIT-I : Definition of company- Kinds of companies- Floating of company- Incorporation- Memorandum of Association- Articles of Association- Un incorporation, Registration of the company.

UNIT-II : Share capital- Kinds of share capital- Alteration of capital- Reduction of capital- Prospectus-Registration- Contents of Prospectus- Issue of Debentures- Borrowing Powers- Allotment of Shares- Transfer of shares- Reissue of shares.

UNIT-III : Company management- Appointment of Directors- Managerial remuneration- Meetings-General meetings- Statutory meeting- Requisites- Notice- Quorum- Chairman.

UNIT-IV : Minutes of meetings- Voting and poll- Resolutions- Ordinary resolutions Special resolutions- Accounts and Auditors- Investigations- Prevention of mismanagement.

UNIT-V : Winding up- Modes of winding up- Dissolution of company- Consequences of winding up-Grounds for compulsory winding up- Voluntary winding up- Provisions applicable to winding up.

Text Book:

Kapoor, N.D., 2014, Elements of Mercantile Law, Thirty fourth Edition, S.Chand & Co, Ltd., New Delhi.

Reference Books

Gopal, V. S. & Sumathi, G., 2014, Industrial Law, First Edition, Seth Publishers, New Delhi.

Kuchhal, M.C.. & Kuchhal V., 2013, Business and Industrial Laws, Sixth Edition, Vikas Publishing House, New Delhi.

Gogna, P.P.S., 2010, A Textbook of Business and Industrial Laws, First Edition, S.Chand and Co Ltd, New Delhi.

SEMESTER-III : CORE COURSE-6 Credits - 4
PAPER-2 : ORGANIZATIONAL BEHAVIOR

Objectives: *To sensitize the students on the behavior of individuals and groups in organizations in terms of the key factors that influence organizational behavior and to analyze organizational behavioral issues in the context of organizational behavior theories, models and concepts.*

UNIT I : Introduction to Organizational Behavior: Definition, Importance, features, Scope – various approaches to study of OB – Process of Behaviour - Different models of OB - autocratic, custodial, supportive, collegial.

UNIT II : Group Dynamics – Definition – types of groups - theories of group formation - Formal and Informal Groups – problems of informal groups – group norms – Group cohesiveness – five stages of group development – meaning and nature of group decision making – types – steps styles – techniques – advantages and disadvantages in group decision making.

UNIT III : Motivation: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives – nature of motivation – importance of motivation – techniques to increase motivation - Theories of Motivation – Maslow’s Theory of need hierarchy - Herzberg's theory – Alderfer’s ERG theory. Morale - Definition - factors improving and affecting morale - morale and its relationship with productivity - Morale Indicators.

UNIT IV : Stress management: Definition - Causes – nature of stress Sources of stress – Consequences of stress – Managing stress - coping strategies for stress – Individual and organizational approaches.

UNIT V : Organizational change – Meaning, forces for changes types of changes – managing planned change - planning, assessing and implementing the change – causes of resistance to change – overcoming resistance to change Organizational development – meaning – characteristics – need – benefits – limitations – steps in OD.

Text Books:

Khanka, S.S., 2013, Organisational Behaviour, Fourth Edition, S.Chand, New Delhi.

Reference Books:

Prasad, L.M., 2014, Organisational Behaviour, Fifth Edition, Sultan & Chand, New Delhi.

Luthans, F., 2014 Organisational Behaviour – An Evidence Based Approach, Twelfth Edition, Tata McGraw Hill. New Delhi.

Aswathappa K., 2012, Organisational Behaviour, Tenth Edition, Himalaya Publishing House, New Delhi. Prof.P.SubbaRao & Dr. Ratnakar Mishra –

SEMESTER-III : CORE COURSE-7 Credits - 4
PAPER- 3 : MANAGEMENT ACCOUNTING

Objective: *To familiarize the students on various functions of accounting management and practices.*

UNIT I: Management Accounting – Meaning, nature, Functions, advantages and disadvantages of Management Accounting, Differences between Management Accounting and Financial accounting - Financial statement Analysis – comparative, common size and Trend Percentages.

UNIT II: Ratio Analysis – Meaning - Merits and demerits – Classification of Ratios – Solvency Ratios - Profitability Ratios - Turnover Ratios and financial Ratios. (Problems only)

UNIT III: Fund Flow Statement – Meaning, merits and demerits – Preparation of fund flow statement – Cash flow statement. (Simple Problems only)

UNIT IV: Marginal costing – Meaning, merits and demerits - Break – Even Analysis – Assumptions - profit volume Ratio – Margin of safety – Fixation of selling price - Make or Buy decision – Key factor - Maintaining a desired level of profit (Simple problems only).

UNIT V: Budgetary control – Meaning – Objectives - Merits and demerits – Classification of budgets –Sales budget – Production budget - Cash Budget - Flexible Budget and Master Budget.

Note: 60% marks for problems and 40% marks for theory. **TEXTBOOKS**

Text Books: Khanka, S.S., 2013, Organisational Behaviour, Fourth Edition, S.Chand, New Delhi.

Reference Books:

Prasad, L.M., 2014, Organisational Behaviour, Fifth Edition, Sultan & Chand, New Delhi.

Luthans, F., 2014 Organisational Behaviour – An Evidence Based Approach, Twelfth Edition, Tata McGraw Hill. New Delhi.

Aswathappa K., 2012, Organisational Behaviour, Tenth Edition, Himalaya Publishing House, New Delhi.

SEMESTER-III : ALLIED COURSE-3 Credits - 3
PAPER-4 : BUSINESS MATHEMATICS

Objectives: *To familiarize the students with basic methods of Analytical Geometry, Set theory, Business Calculus, and their basic applications in practice, and enable them to connect the acquired knowledge and -skills with practical problems in economics*

Unit I - ANALYTICAL GEOMETRY : Analytical Geometry – Distance between two points in a plane – Slope of a straight line – Equation of a straight line – Point of intersection of two lines – Cost P/O curves – Demand Supply curves – Break even analysis.

Unit II – SETS : Sets – Basic concepts- Types – Subsets-Operation on sets –Venn diagram
Laws of sets - applications .

Unit III – MATRICES : Matrices – Basic Concepts – Addition of Matrices – Scalar and Matrix Multiplication-Inverse – Solution of a system of Linear equations-Matrix inversion technique, Crammer’s rule.

Unit IV – DIFFERENTIAL CALCULAS : Differential calculus – Limit – Continuity – Related Variables – Average and Marginal Concept – Differential Co-efficient – Standard Forms – Differentiation: Concept and rules – Higher order derivatives – Increasing and decreasing functions – Criteria for Maxima and Minima – Applications.

Unit V – PERCENTAGES : Percentages – Discount – Trade Discount – Cash Discount – Simple and compound Interest True and Bankers Discount.

20% of the Questions must be theory. 80% of the Questions must be problems.

Text Book:

V.Sundaresan, S.D.Jeyaseelan, 2015, An Introduction to Business Mathematics, Reprint, S.Chand and Co., Ltd. New Delhi.

Reference Books:

D.C.Sancheti, V.K.Kapoor, 2014, Business Mathematics, 11th edition, Reprint, Sultan Chand and Sons, New Delhi.

JK. Sharma, 2009, Business Mathematics Theory And Applications, 13th Edition, ANE Books, New Delhi.

SEMESTER-III : Skill Based Course- I Credits - 2

PAPER-5 : COMPUTER APPLICATIONS IN BUSINESS

Objectives: *To familiarize the students on fundamental concepts of a computer and MS-OFFICE related package.*

Unit I -BASICS OF COMPUTERS: Introduction – Meaning – Characteristics – Types – Advantages and Limitations of a Computer – Computer Input Devices : Key Board – Mouse Scanners – Digital Camera – Touch Screen. Output Devices : Monitors – Printers. Storage Devices:Hard Disk – RAM – CD-ROM, Operating Systems: Windows.

Unit II - MS WORD : Introduction – Menus – Shortcut menus – Tool bars **Files:** Creating – Opening – Saving – Renaming – Closing Documents and Text Format & Paragraph: Formatting and Paragraphs – Attributes – Moving – Copying – Pasting Bulleting: Bullet and Number lists – Nested lists – Formatting lists Tables : Draw – Insert – Rows & Columns – Moving– Resizing – Table Properties. Page Formatting: Margins Page Size & Orientation – Headers and Footers – Page Numbers –Preview and Printing.

Unit III - MS EXCEL: Introduction to spread sheet – components of EXCEL opening screen Building worksheet. Entering data in worksheet – editing, deleting, copying and moving cells and ranges adjusting column width and row height – inserting and deleting cells, rows and columns using auto-fill – creating and working with formula – functions in EXCEL – Graphs and Charts: Types of charts – elements of a chart – creating a chart.

Unit IV- MS ACCESS: Introduction to Access and Database – Database objects – creating database – Creating tables: creating a table using data sheet, design view and table wizard – data types – primary key – entering and modifying data in a table – Creating forms: creating auto forms – creating forms using design view and form wizard – entering and editing records in forms – Creating queries: types of queries – creating queries using query wizard – Creating reports: creating auto reports – creating reports using report wizard.

Unit V - INTERNET: Internet – Scope – Uses and advantages - Applications of internet in business – Email - Opening an Email Account– Sending and Receiving e-mails using internet Introduction to online shopping.

Text Book:

VikasGuptha, 2012, Comdex Computer Course Kit, Reprint, Wiley - Dreamtech, New Delhi.

Reference Books:

S.V. SrinivasaVallaban, 2006, Computer applications in Business, Third edition, Sultan Chand and Sons, New Delhi.

Sanjay Saxena, S.Mohan Naidu, Rajneesh, 2016, Computer Application In Management, Agarwal Amit K Kashyap & Vikas Publishing House, New Delhi.

Nasib Singh Gill Handbook of Computer Fundamentals, 2016, 1st Edition, Khanna publication, New Delhi.

**SEMESTER- IV : CORE COURSE- 8 Credits - 4
PAPER-1 : INDUSTRIAL LAW**

Objectives: *To familiarize the students about industrial legal provision in India through studying Factories Act, Employment Act, Payment by wages Act, Workmen compensation Act and Payment of bonus Act.*

Unit I:Factories Act, 1948 Definition - Inspecting Staff – Health – Safety – Welfare - Working Hours of Adults – Holidays – Employment of Young persons and women – Annual leave with wages. Objects of Industrial Disputes Act – Definition of Industrial Dispute – Grievance Settlement Authorities – Conciliation machinery – Procedure. Power and Duties of Authorities – Reference of Disputes to Boards, Courts or Tribunal. National Tribunal – Strikes, Lock out, Lay-off-Retrenchment – Unfair Labour Practices – Penalties.

Unit II: Industrial EmploymentAct, 1946 & Trade Unions Act, 1926. Definition of staying orders – Submission and Draft of Standing orders – Certification of Standing Order – Definition of Trade Union – Cancellation of Registration and Appeal – Amalgamation and Dissolution – Penalties.

Unit III:Payment of Wages Act – Definition of Wages – Rules of Payment of wages – Deductions – Inspectors – Fixation and Revision of wages – Advisory Boards – Safeguards in Payment of Minimum wages. A Definition of Gratuity – Payment of gratuity – Forfeiture of gratuity – determination of recovery of gratuity – employees provident fund Scheme – Pension Scheme – Employees Deposit linked Insurance Scheme – Administration of the Scheme – Scope and Coverage of Maternity Benefits.

Unit IV:Workmen’s Compensation Act, 1923. Definition – Scope and Coverage – Rules regarding workmen’s Compensation – Amount of Compensation – Distribution of Compensation – Enforcement Act.

Unit V: Payment of Bonus Act& Apprentices Act, 1969. Meaning of Bonus – Definition – Eligibility for Bonus – Disqualification for bonus – Consumer Protection Act.

Text Book:

Kapoor, N.D., 2014, Elements of Mercantile Law, Thirty fourth Edition, S.Chand & Co, Ltd., New Delhi.

Reference Books:

Gopal, V. S. &Sumathi, G., 2014, Industrial Law, First Edition, Seth Publishers, New Delhi.

Saharay, H. K., 2014, Textbook on Labour and Industrial Law, Sixth Edition, Universal Law Publishing Company, New Delhi.

Kuchhal, M.C.&Kuchhal V., 2013, Business and Industrial Laws, Sixth Edition, Vikas Publishing House, New Delhi.

SEMESTER-IV : CORE COURSE-9 Credits - 4 PAPER-2 : MARKETING MANAGEMENT

Objectives: *To enhance the marketing abilities in the students through providing an understanding of the basics concepts of marketing mix.*

UNIT-I : INTRODUCTION : Definition, significance and objectives of marketing. Marketing concepts and approaches to the study of marketing. Marketing mix, functions of marketing executive,-Market segmentation: importance and basis of market segmentation, targeting and positioning.

UNIT-II : THE PRODUCT : Meaning- Importance of product management- Innovation – Development of new products.- Product mix and product line. Concept of product life cycle - Branding and Packaging, Labeling, Trademark and Warranties.

UNIT-III : THE PRICE : Meaning and Importance of price. Pricing objectives; factors influencing price determinations- Pricing policies and strategies.

UNIT-IV : PHYSICAL DISTRIBUTION : Significance, objectives and elements of physical distribution. Importance of physical distribution management. The effective use of physical distribution- marketing channels- importance- selection and evaluation of channels.

UNIT-V: PROMOTION : Purpose of sales promotion – Major decision in sales promotion- tools of sales promotion-consumer promotion- trade promotion- sales force promotion- developing the sales promotion program- pretesting- implementation and control- evaluation- Growth of sales promotion in India.

Text Books:

Gupta C.B & Nair Rajan, 2016, Marketing Management, Sultan Chand & sons Ltd, New Delhi.

Reference Books:

Ramaswamy, V.S., & Namakumari, S., 2013, Marketing Management: Indian Context, Global Perspective. Fifth Edition, McGraw Hill Education, New Delhi.

Chandrasekar, K.S., 2013, Marketing Management: Text and Cases, First Edition, Mc Graw Hill Education, New Delhi.

Kotler, P., & Keller, 2011, A Framework for Marketing Management, Fifth Edition, Pearson India, New Delhi.

SEMESTER-IV : CORE COURSE-10 Credits - 4 PAPER-3 : HUMAN RESOURCE MANAGEMENT

Objective:*To highlight the importance of HRM in an organization and to make the effective use of the workforce through proper direction of the organizational factors.*

Unit I : Human resource management – meaning and definition – objectives –scope – functions. Human resource planning –definition –objectives –need and importance –human resource planning process.

Unit II : Job analysis, job description, Job specification and job evaluation recruitment factors affecting recruitment –sources of recruitment --recruitment process. Definition of selection – selection methods and process –placement Induction.

Unit III : Definition of training –need and importance –steps in training programme —types of Training –Training methods. Wage and salary administration – components –methods of wage payments.

Unit IV : Performance appraisal –meaning and methods of performance appraisal definition and objectives of workers participation in management forms and advantages.

Unit V : Industrial relations and Grievance handling –concept –scope, objective and importance –causes for poor industrial relations –Remedies ,meaning of Grievance –causes sources of Grievance procedure –essentials of sound Grievance procedure.

TEXT BOOK

Gupta, C.B., 2013, Human Resource Management, Fourteenth Edition, Sultan Chand & Sons, New Delhi.

REFERENCE BOOKS

Prasad, L.M., 2014, Human Resource Management, Third Edition, Sultan Chand & Sons, New Delhi.

Aswathappa, K., 2013, Human Resource Management, Seventh Edition, McGraw- Hill Education (India) Ltd., New Delhi.

SubbaRao, P., 2011, Essentials of Human Resource Management and Industrial Relation, Second Edition Reprint, Himalaya Publishing House, Mumbai.

Tripathi, P.C., 2010, Human Resource Management, Sixth Edition, Sultan Chand and Sons, New Delhi.

Khanka, S.S., 2007, Human Resource Management- Text and Cases, First Reprint Edition, S. Chand & Co., Ltd., New Delhi.

SEMESTER-IV : ALLIED COURSE- 4 Credits - 3 PAPER-4 : BUSINESS STATISTICS

Objective: *To inculcate the knowledge of Statistics and its application in the field of Business.*

Unit-I : Introduction to statistics - Definition - Nature & uses of statistics in business - Limitations of statistics - Methods of collection of data - Classification and tabulation - Types of classification - Formulation of frequency distribution - Tabulation –Types - Diagrammatic & graphical representation - Bar charts - Pie diagrams - Line graphs - Histogram - Frequency polygon - gives - Limitations of diagrams & graphs.

Unit- II : Measures of central value - Arithmetic mean - Median - Mode - Geometric mean - Harmonic mean - Relationships among the average - Limitations of average.

Unit – III : Measures of Dispersion - Meaning & Purpose of dispersion - Absolute & relative measure of variations - Range - Quartile deviation - Mean Deviation - Standard Deviation - Coefficient of variation

Unit- IV : Correlation analysis - Definition - Types of Correlation - Methods of studying Correlation - Scatter diagram - Karl Pearson's coefficient - Concurrent deviation - Methods of least squares - Rank correlation - Regression analysis - Definition - Use - Regression equations.

UNIT V : Index Numbers: Concepts and Applications – Uses of Index Numbers- Methods of construction of Index Numbers- Unweighted-Weighted-Laspeyre’s, Bowley’s, Fisher’s and Marshall edge worth Index numbers (Price Index only) -Tests for Perfection-The chain Index numbers- Limitations of Index Numbers.

20% of the Questions must be theory. 80% of the Questions must be problems.

Text Book:

S.P. Gupta, Dr. M.P.Gupta, 2017, Business Statistics–Eighteenth Edition –Sultan Chand and Sons, New Delhi.

Reference Books:

- Gupta, B.N., 2015, Business Statistics, First Revised Edition, SBPD, New Delhi.
- Sinha, V.C. & Gupta, A., 2015, Business Statistics, First Edition, SBPD, New Delhi.
- Pillai, R.S.N. & Bagavathi, V., 2010, Statistics – Theory & Practice, Fourth Revised Edition, S.Chand & Co., New Delhi.

**SEMESTER–IV : SKILL BASED COURSE-2 Credits - 2
PAPER–5 : LEADERSHIP AND COMMUNICATION SKILLS**

Objectives: *To make the students to aware about basic aspects of leadership, functions, goal setting in the business management context and to foster communication skills, reading skills and public speaking skills.*

UNIT- I : Leadership – Meaning – Nature – Essential qualities – Styles. **Attitude** – Meaning – Nature – Components – Sources – Types – Functions –Practical exercises for measuring attitude.

UNIT- II : Goal setting – Time Management – Self Motivation – SWOT analysis.

UNIT- III : Communication - Meaning – objectives – Process – Media – Principles – 6 C’s and Barriers to Communication.

UNIT- IV : Reading skills – Introduction – Process – aspects – Strategies for reading – **Listening skills** – process and types.

UNIT- V: Public speaking skills – Introduction – Planning – Preparing talk – Delivering a talk – Characteristics of good speech – Plan to a good speech – Techniques to improve your voice.

TEXT AND REFERENCE BOOKS:

1. **Dr. Pandya and Pratima Deve Sastri** – Personality Development and Communicative English.
2. **Rajendra Pal and J.S.Korlahalli** – Essentials of Business Communication – Sultan Chand and Sons, New Delhi.
3. **UrmilaRai and S.M.Rai**– Business Communication – Himalaya Publishing House, Mumbai.
4. **Dr. K. Alex** – Soft skills.

SEMESTER-V : CORE COURSE-11 Credits - 4
PAPER-1 : OPERATIONS MANAGEMENT

Objective: *To sensitize the students about fundamental concepts of Production and Operation Management concepts and familiarize the principles in detail.*

Unit- I : Operations Management – Meaning, objectives, functions – Types of Production Systems – Plant Location – Factors affecting plant location – Selection of site - urban, rural, or sub-urban areas, industrial estates – advantages and disadvantages.

Unit- II : Plant layout – Introduction – features of a good plant layout – factors affecting the plant layout decisions – Material flow system – Types of plant layout – Material handling – Principles, importance, advantages of good material handling system - Types of material handling equipments.

Unit –III : Purchasing – Introduction, meaning, objectives, principles – Purchasing procedure – Centralized vs Decentralized purchasing – advantages and disadvantages –Purchasing manual – Stores management – introduction - functions of stores – stores organization – stores records – issue of materials – replacement of materials.

Unit- IV : Work study – Definition, meaning, purpose – Method study – introduction, and procedure – charts: outline process charts, flow process charts, two handed process chart - Time study – introduction - procedure – methods of time study.

Unit – V : Quality –Introduction - Meaning - Definition – Importance of quality – Quality control charts (X,R,p,C) – Plant maintenance – Types – merits and demerits.

Text Book:

Aswathappa, K. & Bhat, S. K., 2016, Production and Operations Management, Third Edition Reprint, Himalaya Publishing House, Mumbai.

Reference Books:

- Chary, S.N., 2012, Production and Operations Management, Fifth Edition, McGraw- Hill Education, New Delhi.
- Chunawalla, S. A., 2012, Production and Operations Management, Fourth Edition, Himalaya Publishing House, New Delhi.
- Goel, B. S., 2012, Production and Operations Management, Third Edition, Pragati Prakashan, Meerut.

SEMESTER –V : CORE COURSE-12 Credits - 4
PAPER-2 : ADVERTISING MANAGEMENT

Objective : *To enable the students to gain insight about the various issues related to advertising and how it effectively used in the overall scheme of things by an organization.*

Unit I : Advertisement: nature, scope and importance to modern marketing. Classification and types. Role in the national economy. Social and economic aspects. Ethics and social responsibility-advertising in marketing mix-marketing concept-advertising decisions-types of advertising.

Unit II: Advertising Media- types - characteristics, merits and limitations. Media scene in India- types of media- press and broadcasting. Outdoor and other media scheduling- media options.

Unit III: Construction of an Advertisement- visualization- copy- Basic Approaches to copy writing- types of copies- types of headlines- types of illustrations- types of layout- principles governing copy writing.

Unit IV: Advertising Agencies- importance, Role and functions. Organizational structure- Advertising Department-Agency Commission and fee - Type of Advertisement Agencies.

Unit V: Advertising Budget and Expenditure- Advertisement appropriation- Method and current practices- Evaluation of Advertisement Effectiveness.

Text book: Chunawalla, S.A and Sethia, K.C, 2011, Foundation of Advertising: Theory and Practice, Himalaya Publishing House, Mumbai.

Reference Books:

Chandra J, 2012, Advertisement Management, Neha Publishers, New Delhi.

Jaishri J, 2012, Advertising Management, Oxford University Press, New Delhi.

Rajkumar S & Rajagopalan V, 2010, Sales and Advertisement Management, S. Chand, New Delhi.

SEMESTER–V : CORE COURSE-13 Credits - 4
PAPER–3 : FINANCIAL MANAGEMENT

Objective: To enlighten the students on various functions of financial management and practices.

UNIT-I: Financial Management – Definition – Objectives of the firm : Profit maximization Vs wealth maximization – Functions of finance – Financial Decisions – Investment decision – Financing Decision and Dividend decision – Organization of the finance function – Controller Vs Treasurer.

UNIT-II: Sources of Capital – Long term, intermediate term and short term – types of securities – Debt, Equity and Preferred Stock. Capital structure – Forms – Importance – Factors determining capital structure - Theories of capital structure (only Theory) – Problems on EBIT – EPS analysis.

UNIT-III: Working capital Management – Concept of working capital – Kinds of working capital - Determinants of working capital – Estimation of Working Capital (Problem) - Cash Management - Motives for holding cash – Managing cash inflows and cash outflows – Receivables management – Objectives – Credit policy – Credit period (only theory).

UNIT-IV: Cost of capital – Meaning and Definition – Significance – Classification of cost- Determination of Cost of Capital – Cost of Debt – Cost of Equity - Cost of Preference Shares - Weighted average cost of capital (Theory & Problems).

UNIT-V: Capital budgeting – Techniques – Investment evaluation methods: Payback Period, Accounting rate of return – Net present Value and Internal rate of return (problem on IRR to be excluded). Dividend policy – factors affecting dividend policy – Forms of dividends - Stock dividend and stock split (Theory only).

NOTE: Question must be asked 40% on theory 60% on problems.

TEXT BOOK:

Pandey, I.M., 2015, Financial Management, Eleventh Edition, Vikas Publishing House (P) Ltd., New Delhi.

Reference Books:

G. Sudarsana Reddy, 2017, Financial Management Principles and Practice, Third Revised edition, Himalaya Publishing House, Mumbai.

Prasanna Chandra, 2014, Financial Management – Theory and Practice, Sixth Edition, Tata Mc Graw Hill, New Delhi.

Maheswari, S. N. 2013, Financial Management: Principles and Practice, Sultan Chand and Sons, New Delhi.

**SEMESTER – V SKILL BASED COURSE - 3 Credits - 2
PAPER – 4 : ENTREPRENEURSHIP DEVELOPMENT**

Objective : *To make the student understand the concept and importance of entrepreneurship and facilitate generation of young entrepreneurs.*

Unit-I: Entrepreneur- Meaning, Characteristics Functions, and Types. Entrepreneur VS Manager. Entrepreneur VS Intrapreneur. Entrepreneurship- Meaning- Positive Aspects - Obstacles- Factors stimulating Entrepreneurship - Role of Entrepreneurship in Economic Development.

Unit-II : Entrepreneurship Development Programmes - Meanings, objectives, Courses contents and Curriculum - Phases, Institutions for EDP: NIESBUD, NAYE & TCOs-Problems in EDP, Women Entrepreneurs - Types -Their Problems and Remedies.

Unit-III : SSIs - Meaning - Importance and Problems of starting an SSI-steps. Forms of ownership: Sole Proprietorship, Partnership. Joint Stock Company and Co-operatives-Features, Merits and Demerits.

Unit-IV : Project Identification - Meaning and Steps, Project Classification- Project Life Cycle. Project Report - Contents, Project Appraisal- Meaning- Feasibility Analysis: Market, Technical, Financial, Economic, Managerial and social.

Unit-V : Institutional support: SIDO, SISI, NSIC, SIDCO, DIC-Their Functions-SIDBI'S Schemes. Incentives: subsidy, Tax concessions, Marketing and Export Assistance. Sickness- Definition, Symptoms, Causes. Measures to prevent sickness in small units.

Text book:

Gordon, E&Natarajan, K, 2013, Entrepreneurship Development , Himalaya publishing house.

Reference Books:

Small Scale Industries and Economics Development, C.S.V. Moorthy, HPH.

Entrepreneurial Development, Gupta, C.B. and Srinivasan, N.P.Sultan and Son.

Entrepreneurial Development, S.S. Khanka, S. Chand & Co., New Delhi.

SEMESTER – VI CORE COURSE – 14 Credits - 4
PAPER – 4 : STRATEGIC MANAGEMENT

Objectives: To provide a basic theoretical framework of the concepts of various strategies adopted by the corporates and issues with regard to framing evaluation of strategy and to enable the students to identify the opportunities in business.

Unit- I : Strategy – Meaning – Definition – Strategic Decision Making – Approaches to strategic decision making – Business Ethics – Strategic Management – Need – Strategic Management Planning Process – Strategic Plans during recession, recovery, boom and depression – Stability Strategy – Expansion Strategy – Merger Strategy – Retrenchment Strategy – Restructure Strategy – Levels of Strategy – Corporate Level Strategy – Business Level Strategy and Functional Level Strategy – Competitive Analysis – Porter’s Five Forces Mode.

Unit-II : Corporate Strategy – Concept – Scope – Components – Strategy Formulation – Affecting Factors – Process of strategic planning – project life cycle – Portfolio analysis: BCG Matrix – G. E matrix – Step high strategy – Directional policy Matrix Strategic Management – Generic Strategic Alternatives – Horizontal, Vertical Diversification – Strategy Evaluation – Process.

Unit-III : Implementation of strategy and Functional Strategies – Elements of Strategy Implementation – Procedural Implementation – Structural Implementation –Behavioral Implementation – Leadership Implementation – Functional and Operational Implementation – Functional Strategies – Functional Plans and Policies – Integration of Functional Plans and polices – ERP – features and applications.

Unit-IV : Corporate Restructuring – Concept – Process – Mergers and acquisition – Amalgamation – Strategies for acquisition and absorption of technology – Joint venture – Organizational structure –Corporate development – Cooperative strategies – Reasons for strategic alliances – risks and costs of strategic alliances.

Unit-V : Global Strategies – Global expansion strategies – MNC mission statement –Market entry strategy – International strategy – Business level strategy – Strategic leadership – Strategic evaluation – Importance – Barriers – Evaluation criteria – Strategic control – Operational control – Characteristics of an effective control system – Control process – Evaluation techniques for operational control .

Text Book

Kazmi, A., 2014, Business Policy and Strategic Management, Third Edition reprint, Tata Mc Graw Hill, New Delhi.

Reference Books:

Subbarao, 2017, Business Policy and Strategic Management (Text and Cases), Himalaya Publishing House. Reprint Edition.

Rao, V.S.P., & Harikumar, V., 2014, Strategic management, First Edition, Excel Books, New Delhi.

Wheelen, T.L. & Hunger, J. D., 2012, Essentials o Strategic Management, Fourth Edition, Prentice Hall India, New Delhi.

SEMESTER – VI CORE COURSE - 15 Credits - 4
PAPER–2 : SERVICES MARKETING

Objectives:

1. *To provide a comprehensive and integrated coverage of Services Marketing in Indian business context.*
2. *To facilitate the learner the role of marketing mix in the Services Marketing context.*

Unit- I : Services marketing – Introduction – Characteristics – marketing management for services - the importance of service marketing – Classification of services – Indian scenario.

Unit- II : The Service strategy – Identifying customer groups – Segmentation – process – identifying alternative bases for segmentation – Identifying the target markets. Positioning – positioning and differentiation of services – Competitive differentiation of services – positioning and service levels and process of positioning – importance of positioning in services.

Unit – III : Services marketing mix – inadequacy of 4P's – modified for service – Product in service – Price in service – Promotion of services – Places in services – Physical evidence, process, and people in Services – Service mission statement – Developing a Service mission.

Unit – IV : Strategic planning process – Designing the strategy, Functional strategies – Marketing planning for services – Benefits of marketing planning – Problems in marketing planning.

Unit – V : Service Promotion – Communication process – Steps in developing effective communication – Service communication – Guidelines for managing service communication – Advertising – Steps in advertising process – Advertising media for promoting Services – Growth of sales promotion in services – Sales promotion – Growth of sales promotion in services.

Text Book:

Services Marketing – Vasanti Venugopal, Raghu, 5th edition, 2013, VN Himalaya Publishing House

Reference Books:

Services Marketing – Text and Cases – Nagundkar, Rajendra 3rd edition, 2010, Tata McGraw Hill Publication

Services Marketing – Lovelock 2nd edition, 2011, Pearson Publication.

SEMESTER – VI CORE COURSE - 16 Credits - 4
PAPER –3 : TOTAL QUALITY MANAGEMENT

Objective: *To facilitate among the students an understanding of TQM Principles, ISO 9000 Certification and the importance of TQM functions in the global scenario.*

Unit –I : Total Quality Management – Definition, characteristics, concepts, elements, pillars, principles, Barriers to TQM implementation, Benefits, Leadership, Strategic planning, Deming philosophy.

Unit - II : Continuous process improvement – Introduction, Input/output process model, Jurantriology, PDSA cycle, 5W2H method, 5S House Keeping, Kaizen. Seven tools of Quality (Q-7 Tools) – Check sheets, histogram, Cause and effect diagram, Pareto diagram, Stratification analysis, Scatter diagram, Control chart.

Unit - III : The Six Sigma Principle – Meaning, Need, Concept, Process and Scope. New Seven Management tools – Affinity diagram, Relationship diagram, Tree diagram, Matrix diagram, Decision tree, Arrow diagram, Matrix data analysis diagram.

Unit – IV : Bench marking – Introduction, meaning, objectives, types, process, benefits and pitfalls. Quality function deployment – concept, objectives, House of quality, QFD methodology, QFD process, Benefits.

Unit –V: ISO 9000 Quality Management Systems – Introduction, meaning, need, ISO 9000 series of standards, classification and comparison of standards, selection of ISO standards, Registration, Documentation, Quality Auditing. ISO 14000: Environmental Management Systems – Introduction, concept, need, ISO 14000 series of standards, terminologies, requirements and benefits.

Text Book : Jayakumar.V, 2008, Total Quality Management, Lakshmi Publications, Chennai.

Reference books:

K.Shridhara Bhat, 2016, Total Quality Management: Text &Cases, Second Revised Edition, Himalaya Publishing House, Mumbai.

Besterfield D. H., Besterfield C., Besterfield G. H., Hemant U., Reshmi U., 2015, Total Quality Management, Fourth Edition, Pearson, New Delhi.

D.D. Sharma, 2008, Total Quality Management – Principles, Practices and Cases, Sultan Chand & Sons, New Delhi.

SEMESTER-VI : SKILL BASED COURSE-4 Credits - 2
PAPER–4 : EMPLOYABILITY SKILLS

Objective : To provide and develop basic analytical and communication skills of the students to improve their ability.

Unit-I : Introduction to Employability skills - Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.

Unit-II :Unpacking employability skills – Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.

Unit-III : Inter – relationships of Employability skills – Communication – Team work - Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.

Unit- IV : Resume writing – Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.

Unit- V : Arithmetic and Logical Reasoning Skills – Exercise.

Text Book : Soft Skills, Dr. K. Alex

Reference Books :

1. Winning Interview Skills, Compiled & Edited by J.K. Chopra.
2. A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.

Pattern of question paper

Time:3 Hours

Max.marks:75

Section A: (5 x 2 =10 Marks)

Answer all questions choosing either (a) or (b). Answers not exceeding half pages.
(One question from each unit)

- 1 (a) or 1 (b)
- 2 (a) or 2 (b)
- 3 (a) or 3 (b)
- 4 (a) or 4 (b)
- 5 (a) or 5 (b)

Section B: (5x7=35 Marks)

Answer all questions choosing either (a) or (b). Answers not exceeding two pages.
(One question from each unit)

- 11 (a) or 11 (b)
- 12 (a) or 12 (b)
- 13 (a) or 13 (b)
- 14 (a) or 14 (b)
- 15 (a) or 15 (b)

Section C: (3 x 10 = 30 Marks)

Answer any three out of five questions. Answers not exceeding Four pages.
(One question from each unit)

- 16
- 17
- 18
- 19
- 20

SCHEME FOR EVALUATION

Internal marks:

1. The pattern for internal valuation may be: average marks of two Assignments, Each for 25 marks.
2. There is no minimum marks requirement for internal component.

Criteria for passing in External:

1. A minimum of 27 Marks should be secured in external valuation out of 75
2. The sum of both external and internal should be a minimum of 40 out of 100 for a pass
3. The Grading system for passing will be given by university as per the norms instead of marks.
