

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

(With effect from 2017 - 2018)

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

| S. No.             | Part | Study Components |         | Ins. hrs /week | Credit    | Title of the Paper  | Maximum Marks |            |            |
|--------------------|------|------------------|---------|----------------|-----------|---|---------------|------------|------------|
|                    |      | Course Title     |         |                |           |   | CIA           | Uni. Exam  | Total      |
| <b>SEMESTER I</b>  |      |                  |         |                |           |   |               |            |            |
| 1                  | I    | Language         | Paper-1 | 6              | 4         | Tamil/Other Languages   | 25            | 75         | 100        |
| 2                  | II   | English          | Paper-1 | 6              | 4         | English   | 25            | 75         | 100        |
| 3                  | III  | Core Theory      | Paper-1 | 6              | 4         | Principles of Management  | 25            | 75         | 100        |
| 4                  | III  | Core Theory      | Paper-2 | 4              | 3         | Business Mathematics & Statistics I   | 25            | 75         | 100        |
| 5                  | III  | ALLIED -1        | Paper-1 | 6              | 4         | (to choose any 1 out of 3)<br>A. Business Organization<br>B. Principles of Insurance<br>C. Business Ethics                | 25            | 75         | 100        |
| 6                  | IV   | Environ. Studies |         | 2              | 2         | Environmental Science   | 25            | 75         | 100        |
|                    |      |                  |         | <b>30</b>      | <b>21</b> |   | <b>150</b>    | <b>450</b> | <b>600</b> |
| <b>SEMESTER II</b> |      |                  |         |                |           |   |               |            |            |
| 7                  | I    | Language         | Paper-2 | 6              | 4         | Tamil/Other Languages   | 25            | 75         | 100        |
| 8                  | II   | English          | Paper-2 | 4              | 4         | English   | 25            | 75         | 100        |
| 9                  | III  | Core Theory      | Paper-3 | 6              | 4         | Financial Accounting  | 25            | 75         | 100        |
| 10                 | III  | Core Theory      | Paper-4 | 4              | 3         | Business Mathematics & Statistics II  | 25            | 75         | 100        |
| 11                 | III  | ALLIED-1         | Paper-2 | 6              | 6         | (to choose any 1 out of 3)<br>A. Business Communication<br>B. Principles of Banking System<br>C. Fundamentals of Computer | 25            | 75         | 100        |
| 12                 | IV   | Value Education  |         | 2              | 2         | Value Education   | 25            | 75         | 100        |
| 13                 | IV   | Soft Skill       |         | 2              | 1         | Soft Skill  | 25            | 75         | 100        |
|                    |      |                  |         | <b>30</b>      | <b>24</b> |   | <b>175</b>    | <b>525</b> | <b>700</b> |
|                    |      |                  |         |                |           |   |               |            |            |

| S. No.              | Part | Study Components    |          | Ins. hrs /week | Credit    | Title of the Paper   | Maximum Marks |            |            |
|---------------------|------|---------------------|----------|----------------|-----------|--|---------------|------------|------------|
|                     |      | Course Title        |          |                |           |  | CIA           | Uni. Exam  | Total      |
| <b>SEMESTER III</b> |      |                     |          |                |           |  |               |            |            |
| 14                  | III  | Core Theory         | Paper-5  | 5              | 4         | Production Management  | 25            | 75         | 100        |
| 15                  | III  | Core Theory         | Paper-6  | 5              | 4         | Management Accounting I  | 25            | 75         | 100        |
| 16                  | III  | Core Theory         | Paper-7  | 5              | 4         | Strategic Management   | 25            | 75         | 100        |
| 17                  | III  | Core Theory         | Paper-8  | 4              | 3         | Managerial Economics   | 25            | 75         | 100        |
| 18                  | III  | ALLIED-2            | Paper-3  | 6              | 4         | (to choose any 1 out of 3)<br>A. Office Management<br>B. Service Marketing<br>C. Tourism Management      | 25            | 75         | 100        |
| 19                  | IV   | Skill based Subject | Paper-1  | 3              | 3         | Customer Relationship Management   | 25            | 75         | 100        |
| 20                  | IV   | Non-major elective  | Paper-1  | 2              | 2         | Management Concepts  | 25            | 75         | 100        |
|                     |      |                     |          | <b>30</b>      | <b>24</b> |  | <b>175</b>    | <b>525</b> | <b>700</b> |
| <b>SEMESTER IV</b>  |      |                     |          |                |           |  |               |            |            |
| 21                  | III  | Core Theory         | Paper-9  | 5              | 4         | Materials Management   | 25            | 75         | 100        |
| 22                  | III  | Core Theory         | Paper-10 | 5              | 4         | Management Accounting II   | 25            | 75         | 100        |
| 23                  | III  | Core Theory         | Papr-11  | 5              | 3         | Business Environment   | 25            | 75         | 100        |
| 24                  | III  | Core Theory         | Paper 12 | 4              | 3         | Operations Research  | 25            | 75         | 100        |
| 25                  | III  | ALLIED-2            | Paper-4  | 6              | 6         | (to choose any 1 out of 3)<br>A. Organizational Behavior<br>B. Project Management<br>C. Hotel Management | 25            | 75         | 100        |
| 26                  | IV   | Skill based Subject | Paper-2  | 3              | 3         | Total Quality Management   | 25            | 75         | 100        |
| 27                  | IV   | Non-major elective  | Paper-2  | 2              | 2         | Training and Development   | 25            | 75         | 100        |
|                     |      |                     |          | <b>30</b>      | <b>25</b> |  | <b>175</b>    | <b>525</b> | <b>700</b> |
| <b>SEMESTER V</b>   |      |                     |          |                |           |  |               |            |            |
| 28                  | III  | Core Theory         | Paper-13 | 6              | 4         | Marketing Management   | 25            | 75         | 100        |
| 29                  | III  | Core Theory         | Paper-14 | 6              | 4         | Business Law   | 25            | 75         | 100        |
| 30                  | III  | Core Theory         | Paper-15 | 5              | 4         | Cost Accounting  | 25            | 75         | 100        |
| 31                  | III  | Core Theory         | Paper-16 | 5              | 4         | Computer Application in Business   | 25            | 75         | 100        |
| 32                  | III  | Elective            | Paper-1  | 5              | 3         | (To choose any 1 out of 3)<br>A. Human Resource Management<br>B. Reward Management                       | 25            | 75         | 100        |

| S. No.             | Part | Study Components     |          | Ins. hrs /week | Credit    | Title of the Paper  | Maximum Marks |                  |              |
|--------------------|------|----------------------|----------|----------------|-----------|---|---------------|------------------|--------------|
|                    |      | Course Title         |          |                |           |   |               |                  |              |
|                    |      |                      |          |                |           | C. Change Management  |               |                  |              |
| 33                 | IV   | Skill based Subject  | Paper-3  | 3              | 3         | E-Business  | 25            | 75               | 100          |
|                    |      |                      |          | <b>30</b>      | <b>22</b> |   | <b>150</b>    | <b>450</b>       | <b>600</b>   |
| <b>SEMESTER VI</b> |      |                      |          |                |           |   | <b>CIA</b>    | <b>Uni. Exam</b> | <b>Total</b> |
| 34                 | III  | Core Theory          | Paper-17 | 6              | 4         | Industrial Relations and Labour Laws  | 25            | 75               | 100          |
| 35                 | III  | Core Theory          | Paper-18 | 5              | 4         | Entrepreneurial Development   | 25            | 75               | 100          |
| 36                 | III  | Core                 | Paper-19 | 6              | 6         | Group Project<br>*Viva-Voce      ** Project Report  | 25*           | 75**             | 100          |
| 37                 | III  | Elective             | Paper-2  | 5              | 3         | <b>(to choose any 1 out of 3)</b><br>A. Financial Management<br>B. Financial Services<br>C. Investment Management   | 25            | 75               | 100          |
| 38                 | III  | Elective             | Paper-3  | 5              | 3         | <b>(to choose any 1 out of 3)</b><br>A. Marketing Research<br>B. Rural Marketing Management<br>C. Export Management | 25            | 75               | 100          |
| 39                 | IV   | Skill based Subject  | Paper-4  | 3              | 3         | Creativity and Innovation Management  | 25            | 75               | 100          |
| 40                 | V    | Extension Activities |          | 0              | 1         | Extension Activities  | 100           | 0                | 100          |
|                    |      | <b>Total</b>         |          | <b>30</b>      | <b>24</b> |   | <b>150</b>    | <b>450</b>       | <b>700</b>   |

| Part     | Subject                | Papers    | Credit | Total credits | Marks | Total Marks |
|----------|------------------------|-----------|--------|---------------|-------|-------------|
| Part I   | Languages              | 2         | 4      | 8             | 100   | 200         |
| Part II  | English                | 2         | 4      | 8             | 100   | 200         |
| Part III | Allied (Odd Semester)  | 2         | 4      | 8             | 100   | 200         |
|          | Allied (Even Semester) | 2         | 6      | 12            | 100   | 200         |
|          | Electives              | 3         | 3      | 9             | 100   | 300         |
|          | Core                   | 19        | (3-7)  | 73            | 100   | 1900        |
| Part IV  | Environmental Science  | 1         | 2      | 2             | 100   | 100         |
|          | Soft Skill             | 1         | 1      | 1             | 100   | 100         |
|          | Value Education        | 1         | 2      | 2             | 100   | 100         |
|          | Lang. & Others/NME     | 2         | 2      | 4             | 100   | 200         |
|          | Skill Based            | 4         | 3      | 12            | 100   | 400         |
| Part V   | Extension              | 1         | 1      | 1             | 100   | 100         |
|          | <b>Total</b>           | <b>40</b> |        | <b>140</b>    |       | <b>4000</b> |

**THIRUVALLUVAR UNIVERSITY**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**SYLLABUS**  
**UNDER CBCS**  
**(With effect from 2017- 2018)**  
**SEMESTER I**  
**PAPER – 1**  
**PRINCIPLES OF MANAGEMENT**

**Objective:**

*To enable the students understand the principles of management and how to acquire skill to become a good Manager.*

**UNIT-I**

Management - Importance - Definition - Nature and Scope of Management - Process - Role and function of a Manager - Levels of Management – Management as an Art or Science - Management as a Profession - Contributions of Henry Fayol and F W Taylor to Management.

**UNIT-II**

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

**UNIT-III**

Organizing - Types of Organization structure - Span of Control - Departmentation - Informal Organization.

**UNIT-IV**

Authority - Delegation - Decentralization - Difference between authority and power - Uses of authority - Staffing - Sources of recruitment - Selection process - Training - Directing - Nature and purpose of Directing – Motivation (Maslow’ s need hierarchy Theory only).

**UNIT-V**

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

**Text Books:**

1. Sundar K ,principles of Management ,Vijay Nicole Imprints (P) Ltd.
2. Dr. C.D.Balaji, Principles of Management, Margham Publications.
3. P.C. Tripathi & P.N. Reddy , Principles of Management , Tata McGraw-Hill
4. J. Jayasankar , Principles of Management ,Margham Publications.
5. R.N. Gupta , Principles of Management , S.Chand &Co..
6. R.K.Sharma and Shashi K Gupta ,Principles of Management ,Kalyani Publishers.
7. T.Ramasamy ,Principles of Management ,Himalaya Publishing House

**Books for Reference:**

1. Hanagan , Management Concepts & Practices , MacMillan India Ltd.
2. Dr. N. Perma , Business Management.
3. Prasad L.M. , Principles and Practice of Management
4. Guptha CB , Business Management
5. Peter F. Drucker , Practice of Management
6. Harold Koontz, Aryasri & Heniz Weirich , Principles of Management - Tata McGraw-Hill
7. Stoner, Freeman & Gilbert Jr –Management –Prentice Hall of India.

**PAPER – 2**

**BUSINESS MATHEMATICS AND STATISTICS – I**

**Objectives:**

*To apply the concepts of Statistics and Mathematics in Business.*

**UNIT-I**

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

**UNIT-II**

Measures of Central Tendency - Mean - Median and Mode - GM and HM

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

Basic Calculus - Rules for Differentiation.

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

**Text Books:**

1. P.R. Vittal , Business Statistics and Mathematics, Margham Publications.
2. S P Rajagopalan and R Sattanathan , Business Mathematics , Vijay Nicole Imprints (P) Ltd
3. S P Rajagoalan and R Sattanathan , Buiness Statistics-Vijay Nicole Imprints (P)Ltd.

**Books for Reference:**

1. J.K. Sharma , Business Statistics , Pearson Publications
2. P. Navaneetham , Business Statistics and Mathematics
3. S P Gupta , Statistical Methods, Sultan Chand & Sons
4. S G Gupta and V K Kapoor , Fundamentals of Applied Statistics , Sultan Chand & Sons

**ALLIED – 1**

**(to choose any 1 out of three)**

**PAPER - 1**

**A. BUSINESS ORGANIZATION**

**Objective:**

*The course aims to provide the basic concept and knowledge with regard to business enterprises and its functional areas.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

Trade Associations and Chamber of Commerce –Objectives - Functions – Differences between Trade Association and Chamber of Commerce.

**Text Books:**

1. Sundar K, Business Organisation, Vijay Nicole Imprints Pvt. Ltd.
2. G. Prasad, C.D. Balaji , Business Organization, Margham Publications.
3. Tapas Ranjan Saha, Business Organisation and Management , Vijay Nicole Imprints
4. Gupta C B –Modern Business Organisation
5. Vasudevan and Radhaswami , Business Organization

**Books for Reference:**

1. Bhusan Y. K , Business Organization.
2. Prakesh Jagadeesh , Business Organization and Management.
3. Reddy P. N. and Gulshan S , Principles of Business Organization and Management.
4. Chabra T N , Business Organisation.
5. M C. Shukla , Business Organization & Management

**ALLIED – 1**  
**PAPER – 1**  
**B.PRINCIPLES OF INSURANCE**

**Objective:**

*The main objective of this subject is to make the students familiar with risk, insurance and types of insurance.*

**UNIT-I**

Definition of insurance - classification of Contracts of Insurance - Marine and Non-Marine - General principles of law as applied to non-marine insurance.

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Periasamy P – Fundamentals of Insurance –Vijay Nicole Imprints (P) Ltd.
2. Dr. A. Murthy, Elements of Insurance – Margham Publications
3. Dr. A. Murthy-Principles and Practice of Insurance, Margham Publications
4. Gupta P K – Insurance and Risk Management – Himalaya Publishing House
5. Mishra M N – Principles and Practice of Insurance – S Chand & Co
6. Panda G S –Principles and Practice of Insurance –Kalyani Publishers.

**Books for Reference:**

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



**ALLIED - 1**

**PAPER – 1**

**C. BUSINESS ETHICS**

**Objective:**

*The objective is to provide basic knowledge of business ethics and values and its relevance in modern context.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

Ethics internal - Hiring - Employees - Promotions - Discipline - Wages - Job Description - Exploitation of employees.

**UNIT-IV**

Ethics External - Consumers - Fair Prices - False Claim Advertisements. Environment Protection - Natural - Physical - Society - Relationship of Values and Ethics - Indian Ethos - Impact on the performance.

**UNIT-V**

Social Responsibilities of Business towards Shareholders, Employees, Customers, Dealers, Vendors , Government - Social Audit.

**Text Books:**

1. Memoria & Menoria , Business Policy
2. Dr.S. Shankaran , Business Ethics & values, Margham Publications
3. Bodi R and Bodi N V , Business Ethics

**Books for Reference:**

1. David J. Fritzsche , Business Ethics: A Global & Management Perspective , Tata McGraw-Hill
2. Ramaswamy Namakumari - Strategic Planning - Corporate Strategy , Laxmi Publications Pvt. Ltd.
3. Velasquez - Business Ethics , Prentice - Hall of India
4. Peter Madsen & Jay M. Shafritz , Essential of Business Ethics
5. Ken Smith and Phil Johnson , Business Ethics and Business Behavior.
6. Pratley - Essence of Business Ethics , Prentice - Hall of India.

**SEMESTER II**

**PAPER – 3**

**FINANCIAL ACCOUNTING**

**Objective:**

*The primary objective of the course is to familiar the students with basic accounting principles and techniques of preparing and presenting of accounts for user of accounting information.*

**UNIT-I**

Accounting Concepts - Conventions - Objectives of accounting - Rules -Principles of Double Entry System - Journal - Ledger - Subsidiary Books - Purchases Book, Sales Book, Returns Book and Cash Books.

**UNIT-II**

Trial Balance - Depreciation - Need for depreciation - Straight Line and WDV Methods of Charging Depreciation only.

**UNIT-III**

Preparation of Trading, Profit and Loss Account and Balance Sheet.

**UNIT-IV**

Accounting from incomplete records-Meaning –Features –Limitations –Differences between Single Entry System and Double Entry System – Net Worth Method only.

**UNIT-V**

Company Accounts - Shares - Issue, Forfeiture and Re-issue .

**Note: The proportion between Theory and Problems shall be 20:80**

**Text Books:**

1. Reddy & Murthy - Financial Accounting, Margham Publications
2. Grewal. T.S - Introduction to Financial Accounting
3. Jain.S.P- Introduction to Financial Accounting, Kalyani Publishers
4. Murugados, Jaya, Charulatha –Financial Accounting –Vijay Nicole Imprints
5. S. Ganeson & S.R. Kalavathi - Financial Accounting.
6. R.L Gupta & V K Gupta – Financial Accounting

**Books for Reference:**

1. Gupta R.L and Radhaswamy - Advanced Accounting.
2. Shukla. M.C & Grewal .T.S- Advanced Accounting.
3. Tulsian - Financial Accounting - Tata McGraw-Hill Pub.
4. N. Vinayakam & B. Charrumathi - Financial Accounting
5. Bhattacharya- Financial Accounting for Business managers

**PAPER – 4**

**BUSINESS MATHEMATICS AND STATISTICS II**

**Objectives:**

*To apply the concepts of Statistics and Mathematics in Business.*

*To expose Statistical Techniques for business data analysis*

*To understand the Matrix Applications.*

**UNIT-I**

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

**UNIT-II**

Solving Simultaneous Equations using Matrix Method.

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

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

**Text Books:**

1. P.R. Vittal - Business Statistics and Mathematics, Margham Publications
2. S P Rajagopalan and R Sattanathan –Business Mathematics –Vijay Nicole Imprints (P) Ltd
3. S P Rajagopalan and R Sattanathan –Business Statistics-Vijay Nicole Imprints (P) Ltd.

**Books for Reference:**

1. J.K. Sharma - Business Statistics - Pearson Publications
2. P. Navaneetham - Business Statistics and Mathematics S P Gupta –Statistical Methods-Sultan Chand & Sons
3. S G Gupta and V K Kapoor –Fundamentals of Applied Statistics –Sultan Chand & Sons

**ALLIED – 1**

**(to choose any 1 out of 3)**

**PAPER – 2**

**A. BUSINESS COMMUNICATION**

**Objective:**

*To enable the students understand the significance of communication particularly in the field of sales and its executions, claims and adjustments.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

Correspondence of a Company Secretary - Preparation of Agenda and Minutes - Annual Reports.

**UNIT-V**

Communication media - Telephone, Telex, Fax, Internet, E-Mail, Video Conferencing and Cell Phones.

**Text Books:**

1. N.S. Raghunathan & B. Santhanam, Business Communication, Margham Publications
2. Rajendra Pal and Korlehalli - Essentials of Business Communication
3. Sundar K- Business Communication, Vijay Nicole Imprints (P) Ltd.,
4. Pillai and Bagawathi - Commercial correspondence and office management.
5. R.S.N. Pillai & Bagavathi - Modern Commercial Correspondence.
6. N.S. Pandurangan, B. Santhanam - Business Communication.

**Books for Reference:**

1. Ramesh M. S. Pattan Shetty - Effective Business English and Correspondence
2. Guffey - Essentials of Business Communication
3. Gart Side L. - Modern Business correspondence.
4. Mazumder - Commercial correspondence.
5. Lesikar & Pettit - Business Communication.
6. Sharma Mohan - Business correspondence and Report writing.
6. Devaraj and Antonysamy K S –Executive Communication

**PAPER - 2**

**B. PRINCIPLES OF BANKING SYSTEM**

**Objectives:**

*To enlighten the students the functions of Modern Commercial Banks.*

*To provide the students with the latest development in the fields of Banking System.*

**UNIT-I**

Introduction - Origin of Banks - Definition of Bank - Types of Bank - Banking Systems - Unit Bank - Merits of Unit Bank - Demerits of Unit Banks - Branch Bank - Its merits and demerits - Financial System - Components of financial system.

**UNIT-II**

Concept of Social Responsibility of Banks - Role of banks in Primary, Secondary and Territory sector - Mixed Banking - Retail Banking - Wholesale Banking - Universal Banking.

**UNIT-III**

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

**UNIT-IV**

Functions of Modern Commercial Banks - Savings account - Current account - Difference between savings account and current account - Fixed Deposit - Recurring Deposit - Granting of Loan - Clean Loan - Second loan - Overdraft -Cash Credit.

**UNIT-V**

Factoring - Lease Finance - Export Finance - Credit Card - Credit Rating - E-business - E-commerce - E-banking - Automatic Teller Machines.

**Text Books:**

1. Santhanam -Banking and Financial System ,Margham Publications
2. Sundharam & Varshney- Banking Theory Law and Practice -
3. Gurusamy -Banking Theory Law and Practices — Vijay Nicole Imprints (P) Ltd.
4. S.N.Maheshwari -Banking Law Theory and Practice

**Books for Reference:**

1. Kandasami K P- Banking law and Practice
2. Varshney and Malhotra – principles of Banking – Sultan Chand & Sons

**PAPER – 2**

**C. FUNDAMENTALS OF COMPUTER**

**Objectives:**

*To know the fundamentals of computers*

*To understand how to use computer application in day to day business.*

**UNIT-I**

Introduction - Characteristics of computers – Five Generations of computers – Classification - Computer System - Uses of Computers .

**UNIT-II**

Computer Architecture - CPU - Memory - Communication between various units of a computer system - Storage Devices - Magnetic Tape - Magnetic Disk - Optical Disk - CD-ROM.

**UNIT-III**

Input Devices - Types - keyboard - Mouse - Output Devices - Classification of Output - Printers - Plotters - Monitors.

**UNIT-IV**

Computer program - Developing a Program - Algorithm - Flowchart Program Testing and Debugging - Program Documentation - Types of Documentation - Characteristics of a good program - Computer Languages - Software.

**UNIT-V**

Internet basics - Basic internet terms - Getting connected to internet - Internet applications - Electronic Mail - How e-mail works - Searching the Web - Internet and Viruses.

**Text Books:**

1. Alex Leon and Mathews Leon –Computer Application in Business – Vijay Nicole Imprints Ltd.,
2. Kritka Gupta, Sunil Chauhan, Akash Saxena – Fundamentals of Computer – Laxmi Publication Pvt. Ltd
3. Raja raman – Fundamentals of Computer – Prentice Hall of India
4. P K Sinha – Fundamentals of Computer-BPH Publication
5. Arora, Ashok and Bansal Shefali –Computer Fundamentals –Excell Booka

**Reference Book:**

1. Introduction to computer science, ITL Education solutions limited, Pearson education.



**SEMESTER III**

**PAPER – 5**

**PRODUCTION MANAGEMENT**

**OBJECTIVES:**

- 1. To enable the students to understand the various process of production*
- 2. To enable the students to be aware of techniques of Operations Management*
- 3. To familiarize students with quality control techniques used to effectively carry out Production.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

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

**UNIT-IV**

Work and Method Study - Importance of work study - Work study procedures - Time study - Human considerations in work study - Introduction to method study - Objectives of method study - Steps involved in method study Work measurement - Objectives of work measurement - Techniques of work measurement - Computation of standard time - Allowance - Comparison of various techniques.

**UNIT-V**

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

**Text Books:**

1. Saravanavel P and Sumathi S - Production and Materials Management, Margham Publications.
2. Chunnawalla and Patel - Production and Materials Management.
3. Muhelmann Production and Operation Management MacMillan I Ltd.
4. Paneerselvam - Production and Operations Management - Prentice - Hall of India.
5. Martand T. Telsang - Production Management - S.Chand & Co.
6. Aswathappa, K – Production and Operations Management-Himalaya Publishers
7. Pradeep Kumar and Kedar Nath –Production Management –Prentice Hall of India

**Books for Reference:**

1. Harding HA - Production Management.
2. Buffa - Production Management.
3. Broom - Production Management.
4. Saxena JP –Production and Operations Management
5. SN Chari - Production and Operation Management.
6. Khanna OP - Industrial Engineering and Management.
7. Buffa and Sarin –Modern Production and operations Management
8. Adam and Ebert - Production and Operations Management - Prentice - Hall of India.

**PAPER – 6**

**MANAGEMENT ACCOUNTING – I**

**Objective:**

*The objective of the course is to familiarize the students with basic management accounting concept and their application in managerial decision making.*

**Unit-I**

Management Accounting – Definition - Objectives and functions – Advantages and limitations – Distinction between Financial Accounting and Management Accounting – Meaning of Financial statements - Tools of Financial Statement Analysis – Comparative Financial Statements – Common Size Financial Statements – Trend Percentages.

**Unit-II**

Ratio Analysis: Meaning - Definition – Significance - Limitations – Classification – Liquidity Ratios (Short Term Solvency Ratios) and Long term Solvency Ratios.

**Unit-III**

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

**Unit-IV**

Fund Flow Analysis: Meaning - Definition – .Uses of Fund Flow Statement – Limitations of Fund Flow Statement – Preparation of Fund Flow Statement.

**Unit –V**

Cash flow Analysis: Meaning - Definition – .Uses of Cash Flow Statement – Limitations of Cash Flow statement –Distinction between Fund Flow Statement and Cash Flow Statement – Preparation of Cash Flow Statement.

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

**Text Books:**

1. T.S. Reddy & Hari Prasad Reddy – Management Accounting – Margham Publications.
2. Murthy A and Gurusamy S – Management Accounting :Theory and Practice - Vijay Nicole Imprints Private Limited
3. Manmohan & Goyal – Management Accounting – Saithya Bhavan, Agra.
4. R.S. Pillai & Bhagavathi – Management Accounting – S. Chand & Co. Ltd, New Delhi.
5. S.N. Maheswarin – Management Accounting – Sultan Chand & Sons, New Delhi.

**PAPER – 7**

**STRATEGIC MANAGEMENT**

**OBJECTIVES:**

1. *To enable students to understand basics of strategies adapted by business firms.*
2. *To help students to understand the environmental factors affecting the management of Business.*
3. *To familiarize them with the formulation, implementation & evaluation of strategies.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Dr. C.B. Mamoria & Dr. Satish Mamoria, Business planning and policy (1987) Himalaya publishing house, Mumbai.
2. Dr. S.Sankaran –Strategic Management, Margham Publications
3. S.C. Bhattacharya - Strategic Management Concepts & cases - S.Chand & Co

**Books for Reference:**

1. Kazmi - Business policy & Strategic Management - Tata McGraw-Hill pub.
2. Azhar kazmi, Business Policy.

**PAPER – 8**

**MANAGERIAL ECONOMICS**

**Objective:**

*To acquaint the students with principles of economics in managerial decision making.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Dr. S. Sankaran – Managerial Economics – Margham Publication
2. Aryamala T – Managerial Economics – Vijay Nicole Imprints Private Limited
3. Mankar: Business Economics, Macmillan Ltd.,
4. Varshney RL and Maheshwari KL - Managerial Economics.
5. Yogesh Maheshwari - Managerial Economics - Prentice-Hall of India.
6. Gupta GS - Managerial Economics.
7. Jinghan M.L. - Micro Economics, Vrinda Publications (P) Ltd. (Theory).

**Books for Reference:**

1. Dean - Managerial economics - Prentice-Hall of India.
2. Peterson - Managerial Economics - Prentice-Hall of India.
3. Mote Paul Gupta - Managerial Economics – MGH.
4. Mehta P.L. - Managerial Economics.
5. Dr. Shivani Kapoor, prof. O Shukla – Managerial Economics – Laxmi Publication Pvt. Ltd

**ALLIED -2**

**(to choose any 1 out of 3)**

**PAPER – 3**

**A. OFFICE MANAGEMENT**

**Objective:**

*To enable students to understand management of office, methods, environment and procedures.*

**UNIT-I**

Office - Meaning and scope – Office Functions - Qualifications of Office Manager – Office Management – Definition – Elements of Office Management – Functions of Office Management.

**UNIT-II**

Location of an Office – Office Accommodation – Office Layout –Office Environment.

**UNIT-III**

Office Furniture – Factors considered in selecting office furniture – Types of office furniture – Office Appliances and Equipments –Importance – Merits and Demerits - Typewriter - Duplicators - Photo Copier - Franking Machine - Communication Equipments : Dictaphone - Intercom - Telephone - Telex - Fax - PABX - PBX - Uses of Computers in Office .

**UNIT-IV**

Mail service – Handling Inward Mail Service – Handling Outward Mail Service - Communications –Internal and external communication – Mechanical Devices for Oral Communication - Mechanical Devices for written Communication – Office Forms – Principles of Forms Design – Form Control – Continuous Stationery.

**UNIT-V**

Records Management – Objectives – Filing –Definition –Essentials of a good filing system – Centralised and Decentralised Filing System –Methods of Filing –Classification of Files – Indexing –Definition – Types.

**Text Books:**

- 1.V.Balachandran and V.Chandrasekaran –Office Management – Vijay Nicole Imprints private Limited.
2. N.S, Raghunathan – Office Management – Margham Publications
3. P.k.Ghosh – Office Management –Sultan Chand & Sons.
4. C.B.Gupta – Office Organisation and Management, Sultan Chand & Sons.
5. Pillai R.S.N, Bhagwathi. V - Office Management

**Books for Reference :**

1. Denyer JC - Office Management.
2. Littlefield CL and Peterson RL - Modern Office Management.
3. Leffingonnell - Office Management.
4. Chopra PK - Office Management
5. Arora SP - Office Management
6. Dr.T.S. Devanarayan, N.S.Raghunathan - Office Management

**PAPER – 3**

**B. SERVICES MARKETING**

**Objective:**

*To familiarize the concept of services marketing, fundamentals, tools, techniques and its significance in liberalized environment.*

**UNIT- I: MARKETING SERVICES**

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

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

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

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

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

**UNIT- IV: DELIVERING QUALITY SERVICES**

The customer expectations versus perceived service gap. Factors and techniques to resolve this gap. Gaps in services - quality standards, factors and solutions - the service performance gap - key factors and strategies for closing the gap. External communication to the customers - the promise versus delivery gap - developing appropriate and effective communication about service quality.

**UNIT- V: MARKETING OF SERVICES**

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

**Text Books:**

1. Services Marketing - Dr. L. Natarajan, Margham Publications.
2. Services Marketing & Management - Balaji. B - S.Chand.
3. Valerie Zeithaml - Service Marketing - Tata McGraw-Hill Pub.

**Books for Reference:**

1. Service Marketing. The Indian experience- by Ravi Sankar, Manas Publicaitons, New Delhi.
2. Delivering Quality Services - Zeithaml Parasuraman and Berry. The free press Macmillia.
3. Excellence in services - S. Balachandran, Business Publishing House, Bombay.
4. Marketing of Non Profit Organization by Philip Kotler. Printice Hall of India (P) Ltd. India New Delhi.



**PAPER – 3**

**C. TOURISM MANAGEMENT**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Anand M.M - Tourism and hotel industry in India
2. Clib SN - Perspectives of Indian Tourism in India
3. Pran Nath Seth Successful tourism management

**Books for Reference:**

1. Bukart A J -The management of tourism -
2. Butler R W The social implications of tourism development

**SKILL BASED SUBJECT**

**PAPER – 1**

**CUSTOMER RELATIONSHIP MANAGEMENT**

**Objective:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

CRM Process Framework – Governance Process – Performance Evaluation Process.

**UNIT-V**

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

**Text books:**

1. Dr. P. Sheela Rani – Customer Relationship Management – Margham Publications.
2. G.Shainesh, Jagdish N Sheth – Customer Relationship Management – Laxmi Publication Pvt. Ltd.
3. K.Balasubramanian - Customer Relationship Management, , GIGO publication, 2005.

**Books for Reference:**

1. Dr.Ravi Kalakota E-business – Roadmap for success, , Pearson education Asia, 2000.
2. Rebecca Saunders - Business – The Dell way, India book distributors, 2000.
3. Amrit tiwana - The essentials guide to knowledge management – E-business and CRM application, , Pearson education, 2001.

**NON-MAJOR ELECTIVE**

**PAPER – 1**

**MANAGEMENT CONCEPTS**

**Objectives:**

*To enable the students understand the Principles of Management and how to acquire skills to become a good manager.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

Organising – Purpose – Line and Staff Organisation – Committee Organisation - Departmentation – Span of Control – Delegation of Authority – Centralisation and Decentralisation of Authority

**UNIT-IV**

Directing – Leadership – Motivation – Communication - Process of Communication – Barriers of Communication.

**UNIT-V**

Controlling – Need and Importance – Control process – Co-ordination – Need – Principles – Approaches to achieve effective Co-ordination

**Text Books:**

1. Sundar - Principles of Management –Vijay Nicole Private Limited
2. Dr.C.D. Balaji –Principles of Management –Margham Publications

**Books for Reference:**

1. L.M.Prasad – Prinicples and Practice of Management – Margham Publication.
2. R.N.Gupta – Principles of Management - S.Chand & Co.

**SEMESTER IV**

**PAPER – 9**

**MATERIALS MANAGEMENT**

**Objectives:**

*To make the students understand the decision making process in planning, purchasing materials and to understand the inventory control techniques.*

**UNIT-I**

Materials – Meaning – Types - Materials Management - Definition and Functions - Importance of materials Management - Integrated materials management - The concept - advantages.

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Saravanavel P and Sumathi S - Production and Materials Management , Margham Publications.
2. Chunnawalla and Patel - Production and Materials Management
3. Menon - Stores Management MacMillan

4. Paneerselvam - Production and Operations Management - Prentice - Hall of India
5. Gopalakrishnan - Materials Management - Prentice - Hall of India

**Books for Reference:**

1. Muhdnan - Production and Operation Management MacMillan
2. Dutta - Integrated Materials Management
3. Veb - Materials Management
4. England and Leenders - Purchasing and Materials Management
5. Varma - Materials Management

**PAPER – 10**

**MANAGEMENT ACCOUNTING – II**

**OBJECTIVE:**

*To enable the students to know the nature and scope of management accounting and gain knowledge in marginal costing, budget and standard costing.*

**Unit-I**

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

**Unit-II**

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

**Unit-III**

Marginal costing: Definition – Advantages and Limitation – Marginal Cost Equations - Contribution - Cost-Volume-Profit Analysis – P/V Ratio – BEP – Margin of Safety.

**Unit-IV**

Application of Marginal Costing Techniques Cost Control: Key factor - Make or Buy decision – Selection of Product mix – Fixation of Selling price – Closure of a Department or Discontinuing a product - Foreign market offer – Maintaining a desired level of profit.

**Unit-V**

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

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

**Text Books:**

1. T.S. Reddy & Hari Prasad Reddy – Management Accounting – Margham Publications, Chennai.
2. Murthy A and Gurusamy S –Management Accounting: Theory & Practice –Vijay Nicole Pvt. Ltd.
3. R.S.N. Pillai & Bhagavathi – Management Accounting – S. Chand & Co. Ltd., New Delhi.
4. S.P. Jain and Narang – Cost Accounting – kalyani Publishers, New Delhi.

**PAPER – 11**

**BUSINESS ENVIRONMENT**

**Objectives:**

*To provide the students to have an overview of business environment.*

*To provide opportunities to analyze and approach the need for environment.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Dr. S. Sankaran - Business Environment, Margham Publications
2. Namitha Gopal –Business Environment –Vijay Nicole Imprints
3. Aswathappa - Business Environment.
4. Joshi - Business Environment- Kalyani Publishers

**Books for Reference:**

1. Francis Cherunilam - Business Environment.
2. Dasgupta and Sengupta - Government and Business in India
3. International Business Environment - Prentice - Hall of India.
4. Suresh Bedi – Business Environment –Excel Books ,New Delhi.
5. Paul – Business Environment

**PAPER 12**  
**OPERATIONS RESEARCH**

**Objective:**

*To make students understand the various tools and techniques like Linear Programming problems, transportation problems, assignment problems, game theory used in business decision making.*

**UNIT - I**

Operations Research – Various Models – Application and Scope – Merits and Demerits.  
Linear Programming Problem (LPP) – Characteristics – Formulation – Graphical Method of solving LPP – Simple Problems.

**Unit - II**

Assignment Problems – Transportation Problems – Degeneracy – Methods of finding Initial Basic Feasible Solution – Simple Problems.

**Unit - III**

Game Theory – Value of Game – Optimum Strategy – with Saddle Point – without Saddle Point – Dominance Rule – Graphical Method of solving Game – Simple Problems.

**Unit - IV**

Sequencing Problem – Processing n jobs through two machines – processing n jobs through three machines – Replacement Models – Simple problems.

**Unit - V**

Networking – Critical Path Method (CPM) – Problem Evaluation and Review Technique (PERT) – Basic Differences between PERT and CPM – Construction of Network Diagram – Rules – Simple Problems.

**Proportion of Theory and Problem: 20:80**

**Text Books:**

1. Dr. P. R, Vittal – Operations Research – Margham Publications.
2. Gurusamy S – Elements of Operations Research – Vijay Nichole Imprints (P) Ltd.
3. J. k. Sharma – Operations Research – Laxmi Publications pvt. Ltd.

**Reference Book:**

1. Gurusamy S – Operations Research – Vijay Nichole Imprints (P) Ltd.



**ALLIED – 2**

**(to choose any 1 out of 3)**

**PAPER – 4**

**A. ORGANISATIONAL BEHAVIOUR**

**Objectives:**

*To familiarize the students with behavioral pattern of human beings at individual and group level in the context of an organization, which in its turn is influenced by the environmental enveloping it.*

*To enhance the students well regard to knowledge, production and control of human behavior.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

Leadership concept - characteristics - leadership theories - leadership styles - managerial grid - leadership continuum - leadership effectiveness. Motivation - concept and importance - motivators - financial and Non-financial - theories of motivation. Morale – Meaning – Characteristics – Determinants of Morale.

**UNI - IV**

Organizational culture –Definition – Determinants of Organisational culture – Characteristics – Types – Functions. Organisational Climate –Definition –Determinants of Organisational Climate – Distinction between Organisational Culture and Organisational Climate. Organisational Effectiveness – Definition – factors influencing Organisational Effectiveness – Approaches to Organisational Effectiveness. Organisational Conflict – Definition –Features – Sources of Conflict – Different stages of conflict –Measures to stimulate conflicts.

**UNIT-V**

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

**Text Books:**

1. K.Sundar and J.Srinivasan – Elements of Organisational Behaviour – Vijay Nicole Imprints Private Limited
2. Dr. C.D. Balaji – Organisational Behaviour –Margham Pubications
3. J. Jayasankar - Organizational behavior, Margham Publications
4. Aswathappa. K. - Organizational behavior - HPH, Bombay.
5. S.S. Khanka - Organizational Behavior.
6. Dr.P.K.Ghosh , Partho Ghosh – Organisation Behaviour –Laxmi publications Pvt. Ltd.

**Books for Reference:**

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

ALLIED – 2

PAPER – 4

**B.PROJECT MANAGEMENT**

**OBJECTIVES:**

1. To familiarize students with the steps involved in managing a project.
2. To help students to identify feasible projects, the methods of financing such projects and controlling its cost.

**UNIT-I**

Project – Meaning – Definition – Project Management – Meaning – Definition – Characteristics – Process – Benefit – Project Life Cycle - Classification – Scope and Significance – System Approach – Project Manager – Skills, Role and Responsibilities.

**UNIT-II**

Project Analysis – Market and Demand Analysis – Feasibility Analysis – Technical Analysis – Financial Analysis – Break-Even Analysis – Profitability Analysis – Risk Analysis – Social Analysis - Benefit Analysis.

**UNIT-III**

Project Planning and Organisation – Development of Project Organisation – Forms of Project Organisation – Planning the project Organisation – Structure – Modular Approach to Project Management – Effective and Ineffective Project Management.

**UNIT-IV**

Project Finance – Sources – Institutional Finance to Entrepreneurs – Financial Institutions – working Capital Management – Incentives and Subsidies.

**UNIT-V**

Project Evaluation – Techniques for Project Evaluation and Review – Project Control – Performance Control – Cost Control – Control during stages of Project.

**Text Books:**

1. P.Saranavel – Project Mangement – Margham Publications.
2. V.C. Sontakki - Project Management –Himalaya Publishing House
3. Vasant Desai – Project Management – Himalaya Publishing House
4. Project Management - Choudhary – Tata McGraw Hill Pub.
5. Prasanna Chandra -Projects-Planning, Analysis ,selection, Implementation and review

**Books for Reference:**

1. Clifford F Gray - Project Management: The Managerial Process (Special Indian Edit.), Oregon State University.
2. Harvey Maylor –Project Management.

**PAPER – 4**

**C. HOTEL MANAGEMENT**

**UNIT-I**

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

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text and Reference Books:**

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

**SKILL BASED SUBJECT**

**PAPER – 2**

**TOTAL QUALITY MANAGEMENT**

**Objective:**

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

**UNIT-I**

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

**UNIT-II**

Conceptual Approach to Statistical Quality Control – Acceptance Sampling and Inspection Plans – Statistical Process Control – Prevention through Process Improvement.

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Srinivasa Gupta & Valarmathi – Total Quality Management – Vijay Nicole Imprints
2. Subba Rao P – Total Quality Management , Tata Mc Graw Hil
3. Sridhara Bhat – Total Quality Management , Himalaya Publishing House
4. P. Saranaval & S. Balakumar – Total Quality Management , Margham Publications
5. Dr. S.Kumar – Total Quality Management – Laxmi Publications Pvt. Ltd.

**Books for Reference:**

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

**NON-MAJOR ELECTIVE**

**PAPER – 2**

**TRAINING AND DEVELOPMENT**

**Objective:**

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

**UNIT- I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

Management Development – Meaning – Definition – Need and importance of Management Development – Characteristics - Levels – Management Development Process and Components of MD Programme.

**UNIT-V**

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

**Text Books:**

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

**Reference Books:**

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

**SEMESTER V**

**PAPER – 13**

**MARKETING MANAGEMENT**

**Objectives:**

*To enable the students to understand the elements of the complex world of Marketing.  
To impart the students the need for marketing science in the modern business world.*

**UNIT-I**

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

**UNIT-II**

Buyer Behavior - Buying motives - Buyer Behavior Model - Factors influencing buyer behavior  
Market segmentation - Need and basis of Segmentation - Marketing strategy - Targeting – Positioning.

**UNIT-III**

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

**UNIT-IV**

Pricing - Factors influencing pricing decisions - Pricing objectives - Pricing policies and procedures - Pricing strategies – Channel of distribution - importance - Various kinds of marketing channels –Factors considered in Selecting Channel of Distribution.

**UNIT-V**

Promotion - Advertising -- Personal Selling - Sales Promotion



**Text Books:**

1. J.Jayasankar – Marketing – Maargham Publications
2. Essentials of Marketing – Sundar K, Vijay Nicole Imprints Pvt. Ltd.
3. Ramaswamy and Namakumari - Marketing Management , Laxmi Publications Pvt. Ltd
4. Rajan Nair – Marketing
5. C. N. Sontaki – Marketing Management

**Books for Reference:**

1. Varshney RL and Gupta SL - Marketing Management.
2. Dholokia - Marketing Management Cases & concepts, MacMillan I Ltd.
3. Bender - Secrets of Power Marketing.
4. Philip Kotler and Armstrong - Marketing Management
5. Saxena - Marketing Management - Tata McGraw Hill Pub

**PAPER – 14**  
**BUSINESS LAW**

**Objective:**

*To enlighten the students the elements of General Contract and Special Contract .  
To expose the students to legislations relating to sales.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Book:**

1. Dr. J. Jayasankar – Business Law- Margham Publications
2. N.D. Kapoor- Business law
3. Balachandran V and Thothadri S –Business Law – Vijay Nicole Imprints (P) Ltd

**Books for Reference:**

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

**PAPER – 15**

**COST ACCOUNTING**

**Objectives:**

*To familiarize the students on the importance of cost ascertainment , reduction and control.*

*To develop the skills needed to apply costing techniques for each element of cost.*

*To help students to understand the procedures to calculate the cost of the product and service.*

**Unit -I**

Cost accounting: Nature and Scope – Objective, Advantages and Limitations – Financial Vs Cost Accounting - Types of Costing - Cost Classification .

**Unit-II**

Cost Sheet – Meaning – Objectives – Specimen of Cost Sheet – Preparation of Cost Sheet, Tenders and Quotations.

**Unit –III**

Purchase department and its objectives – Purchase procedure – Store Records – Bin Card – Store Ledger Account - EOQ - Levels of Stock –Re-Order Level, Maximum Level, Minimum Level, Average Level - Methods of Pricing of Material Issues - FIFO, LIFO, Simple Average price and Weighted Average price methods.

**Unit-IV**

Labour Turnover: Causes, Methods of measurement and Reduction of Labour Turnover – Idle and over Time –Methods of Wage Payment – Piece Rate – Straight Piece Rate – Differential Piece Rate –Taylor’s Differential Piece Rate – Merrick’s Multiple Piece Rate – Time Rate – Incentive Plan :Halsey plan , Rowan Plan.

**Unit-V**

Overhead – Meaning - Classification of Overhead costs – Departmentalization of overheads – Allocation and Apportion of overhead costs – Primary Distribution of Overhead - Secondary distribution of overheads (Repeated Distribution Only).

**Note: Weightage of Marks - Problems 80%, Theory 20%**

**Text Books:**

1. T.S. Reddy & Hari Prasad Reddy – Cost Accounting – Margham Publications, Chennai
2. Murthy A &Gurusamy – Essentials of Cost Accounting –Vijay Nicole Imprints Pvt. Ltd
3. S.P. Jain and Narang – Cost Accounting Kalyani Publishers, New Delhi.
4. S.N. Maheswari – Principles of Cost Accounting – Sultan Chand & Sons, New Delhi.

**Books for Reference:**

1. Murthy A & Gurusamy S – Cost Accounting – Vijay Nicole Imprints
2. Tulsian P.C. – Cost Accounting – Tata McGrao Hills.
3. S.P. Iyengar – Cost Accounting – Sultan Chand & Sons, New Delhi.

**PAPER - 16**

**COMPUTER APPLICATION IN BUSINESS**

**Objective:**

*The main objective of this course is to acquaint the students with special applications of IT in business. It will also familiarize students regarding IT application in documents handling and various other computer application in business.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Leon & Leon – Computer Application in Business – Vijay Nicole Imprints Pvt. Ltd
2. Dr.P. Rizwan Ahmed – Computer Application in Business with Tally –Margham Publications
3. Mohan Kumar – Computer Application in Business – Vijay Nicole Imprints Pvt. Ltd.
4. Ananthi Sheshasayee – Computer Application in Business – Margham Publications.

**Book for Reference:**

Introduction to Information Technology, ITL ESL, Pearson Education.

**SEMESTER V**  
**ELECTIVE**  
**(to choose any 1 out of 3)**  
**PAPER - 1**

**A. HUMAN RESOURCE MANAGEMENT**

**Objective:**

*The objective of the course is to familiarize students with different aspects of managing human resources in the organization through the phases of acquisition, development and retention.*

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

Induction – Importance - Meaning of Training and Development - Training Methods - Techniques - Identification of Training needs.

**UNIT-IV**

Performance Appraisal –Definition – Need for Performance Appraisal – Objectives – Process - Methods – Compensation.

**UNIT-V**

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

**Text Books:**

1. Dr. J. Jayasankar - Human Resource Management –Margham Publications
2. Dr. C.D. Balaji – Human Resource Management – Margham Publications
3. Sundar & Srinivasan J –Essentials of Human Resource Management –Vijay Nicole Imrints
4. Murugesan G –Human Resource Management – Laxmi Publications Pvt. Ltd
5. Aswathappa K - Human Resource and Personnel Management
6. Guptha C B- Human Resource Management –Sulthan Chand & Sons.

**Books for Reference:**

1. Memoria CB - Personnel Management
2. Subba Rao P - Human Resource Management and Industrial Relations
3. Prasad - Getting the right people - MacMillan I Ltd
4. Pattanayak - Human Resources Management - Prentice - Hall of India
5. Decenzo/Robbins - Personnel/Human Resource Management - Prentice - Hall of India
6. Saiyadain Mirza - Human Resource Management –
7. Venkataratanam - Personnel Management & Human Resources –
8. Saxena - Marketing Management - Tata McGraw Hill Pub
9. A. M. Sheikh - Human Resource Development & Management.
10. Dwivedi RS - Human Relations and Organization Behavior

**ELECTIVE**

**PAPER– 1**

**B. REWARD MANAGEMENT**

**Objective:**

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

**UNIT-I**

Introduction - significance - behavioral aspects of employee compensation and concepts of equity - economic theories Wages policy - meaning - types - wage structure - wage differentials - wage levels - wage policies - decisions

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Dr. J. Jayasankar - Human Resource Management –Margham Publications
2. Dr. C.D. Balaji – Human Resource Management – Margham Publications
3. Sundar & Srinivasan J –Essentials of Human Resource Management –Vijay Nicole Imrints
4. Murugesan G –Human Resource Management – Laxmi Publications Pvt. Ltd
5. Aswathappa K - Human Resource and Personnel Management
6. Gupta C B- Human Resource Management –Sulthan Chand & Sons.
7. K. Sundar –Human Resource Management – Vijay Nicole Imprints Pvt. Ltd

**Books for Reference:**

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

**ELECTIVE**

**PAPER - 1**

**C. CHANGE MANAGEMENT**

**OBJECTIVES:**

- 1. To introduce the students the concept of Organizational Change*
- 2. To enable the students to learn change management techniques*

**Unit I: INTRODUCTION**

Concept of organizational change - forces– micro and macro perspective– the process -  
Requisite for successful change- dimensions of planned change.

**Unit II: RESISTANCE TO CHANGE**

Introduction – sources of resistance – individual – organizational overcoming resistance  
to change – Role of HRD in managing change- change agents and their role in change  
management.

**Unit III: MANAGING ORGANIZATIONAL CHANGE**

Model of change - Lewin's three step model – kotter's eight step model – organizational  
development – organizational change implementation process – evaluation of  
organizational change program

**Unit IV: ORGANIZATIONAL CULTURE AND CHANGE**

Creating and sustaining culture - Creating a culture for change – stimulating a culture of  
innovation.

**Unit V: CONTEMPORARY ISSUES IN ORGANIZATIONAL CHANGE**

Technology and its impact in the work place – work stress – creating a learning  
organization – organizational change in Indian businesses – case studies related to  
organizational change.

**Text Books:**

- 1.K. Sundar – Essentials of Human Resource Management, Vijay Nicole Imprints  
Tripathy P.C -.Orgnisation Change - sultan chand, 2010.

**Books for Reference :**

1. Kavita Singh, Organisation Change and Development -Excel Books, 2010.
2. Kondalkar V. G,Organisation Effectiveness and Change Management- PHI Learning, 2009.

**SKILL BASED SUBJECT**

**PAPER – 3**

**E – BUSINESS**

**Objective:**

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

**UNIT-I: Introduction**

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

**UNIT-II: Networks**

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

**UNIT-III: Firewalls and Securities**

OSI Models – Network Security and Firewalls – Protocols – Types of Protocols – Client Server Network Security – Firewalls and Network Security – Data and Message Security – Encrypted Documents - Security Tools: Digital Signature, Digital Certificate .

**UNIT-IV: EDI in Business**

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

**UNIT- : E-Payment Systems**

Online Payment – Payments Cards – Electronic Cash – Electronic Cheques - Electronic Wallets – Debit Cards- Credit Cards – Smart Cards – – Stored Value Cards – Banking : Net Banking, Mobile Banking - Internet Technologies .



**Text Books:**

1. Dr. P.RizwanAhmed , E-Business & E-Commerce, Margham Publications
2. Dr.K.Abirami Devi and Dr. M. Algammai , E-Commerce –Margham Publications
3. Srinivasa Vallabhan SV, E-Commerce ,Vijay Nicole Imprints Pvt. Ltd.
4. Mamta Bhusry , E-Commerce, Laxmi Publications Pvt. Ltd.
5. U.S.Pandey, Rahul Srivastava, Saurabh Shukla, E-Commerce and its applications, S.Chand, New Delhi.

**Books for Reference:**

1. Pete Loshin, John Vacca – Electronic Commerce –Laxmi Publicacations
2. R.Kolkota and A.B.Whinston: Frontiers of Electronic Commerce, New Delhi, Addison Wesley.
3. P.T.Joseph: Electronic Commerce: A Managerial Perspective, Prentice Hall of India Learning, New Delhi, 3<sup>rd</sup> Edition, 2008.
4. Efraim Turbon, Jae Lee, David King, H.Michael Chung, Electronic Commerce, A Managerial Perspective, Pearson Education Asia, 2001.

**SEMESTER VI**

**PAPER - 17**

**INDUSTRIAL RELATIONS AND LABOUR LAWS**

**Objectives:**

*To introduce the basic concepts of industrial relations to the students.*

*To familiarize the students with the terms of collective bargaining in the light of industrial conflict.*

**UNIT-I**

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

**UNIT - II**

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

**UNIT-III**

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

**UNIT-IV**

Indian Factories Act: Objectives – Provisions of the Act regarding Welfare – Health – Safety Measures of Workers.

**UNIT-V**

Workmen's Compensation Act and International Labor Organization - Role and Functions.

**Text Books:**

1. Sreenivasan M.R - Industrial Relations & Labor legislations ,Margham Publications
2. Nandhakumar B – Industrial Relations, Labor Welfare and Labor Laws, Vijay Nicole Imprints Pvt. Ltd.
3. Aswathappa K - Human Resource and Personnel Management

**Reference Books:**

1. Michael V Industrial Relations in India and Workers Involvement in Management
2. Cowling – Essence of Personnel Management and Industrial Relations – Prentice – Hall of India.
3. Monoppa - Industrial Relations
4. Subba Rao P - Human Resource Management and Industrial Relations



**PAPER – 18**

**ENTREPRENEURIAL DEVELOPMENT**

**Objective:**

*The objective of the course is to make the students understand its concept of entrepreneurship and to give a comprehensive idea of opportunities for small enterprises.*

**UNIT-I**

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

**UNIT-II**

Entrepreneurial growth - Role played by government and Non-Government agencies in promoting Entrepreneurship - Entrepreneurship Development Programmes - SISI, TIIC, SIDBI, DIC, NSIC, IDBI, IFCI

Problems of Entrepreneurs: Women entrepreneurs - Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs.

**UNIT-III**

How to enter into Market? - Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility – Technical Feasibility - Legal Feasibility.

**UNIT-IV**

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

**UNIT-V**

Procedure for starting an enterprise – factors involved in selecting new unit - Franchising and Acquisition – Qualities of successful Entrepreneurs –Case Study

**Text Books:**

1. Dr. Jayshree Suresh - Entrepreneurial Development – Margham Publications
2. Raj Shankar –Essentials of Entrepreneurship – Vijay Nicole Imprints Pvt. Ltd.
3. Khanka - Entrepreneurial Development.

**Books for Reference:**

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

**PAPER - 19**  
**GROUP PROJECT**

**A group of not exceeding 5 students will be sent for training in business establishments for 15 days and assigned a project in the beginning of the sixth semester. The Project Report shall be submitted to the college before the end of the sixth semester.**

**The Project Report shall be evaluated by External Examiner. Project Report shall carry 75 Marks and Viva-Voce Examination 25 Marks. Total: 100 Marks.**

If a Candidate fails to submit the project work or fails to appear for the Viva-Voce Examination then the Candidate should submit or appear only in the next Viva-Voce Examination.

**SEMESTER VI  
ELECTIVE  
(Choose any 1 out of 3)  
PAPER -2**

**A. FINANCIAL MANAGEMENT**

**OBJECTIVES:**

1. To expose the students to the fundamentals of finance.
2. To develop an understanding of tools that are used to value investment projects.
3. To provide knowledge using concepts, methods & procedures involved in managerial decision making.

**Unit I:**

Financial Management – Definition - Importance - scope - objectives – functions - financial decisions –Types - role of the finance manager –relationship of financial management with other functional areas of management– sources of finance – time value of money .

**Unit II**

Financial planning – capitalization – Capital structure decision – factors determining capital structure – Indifference Point EBIT – Leverages – operating – financial – Composite leverage.

**Unit III**

Cost of Capital - Meaning – significance – cost of debt – cost of preference shares – cost of equity – cost of retained earnings – weighted average cost of capital.

**Unit IV**

Capital Budgeting -Meaning – importance – techniques of capital budgeting – Payback period – Average rate of return – Net present value – Profitability index and Internal rate of return.

**Unit V**

Working Capital Management – constituents of current assets and liabilities – Operating Cycle – classification of working capital – factors determining working capital – Management of working capital – estimation of working capital requirement.

**Note: The proportion between Theory and Problem shall be 60:40**

**Text Books:**

1. Dr. A. Murthy, Financial Management –Margham Publications
2. Maheshwari S.N.,Financial Management, Sultan & Sons Publications
3. S.N. Maheshwari , Elements of Financial Management – Sultan Chand & Sons.
4. J. Srinivasan, Sridhar & Ramalingam – Financial Management – Vijay Nicole Imprints
5. R.K. Sharma, Shashi and K.Gupta , Fiancial Management –, Kalyani publication
6. Prasanna Chandra, Fundamentals of Financial Management – Tata McGraw Hills Publishing Company Limited.

**Books for Reference:**

1. Periasamy –Financial Management, Vijay Nicole Imprints
2. I.M. Pandey , Financial Management –, Vikash Publishing House Pvt. Ltd.
3. M.Y.Khan & P.K. Jain ,Theory and Problems in Financial Management –, Tata McGraw Hills Publishing Company Limited.
4. P.V. Kulkarni Financial Management - - Himalaya Publishing House

**ELECTIVE**

**PAPER- 2**

**B. FINANCIAL SERVICES**

**Objective:**

*To enable the students to gain knowledge of business financial services.*

**UNIT I**

Meaning and importance of financial services – Types of financial services – Financial services and economic environment – Players in Financial Services Sector.

**UNIT II**

Merchant Banking – Functions – Issue management – managing of new issues – Underwriting – Capital market – Stock Exchange – Role of SEBI

**UNIT III**

Hire purchase - Rights and Duties of Hire Vendor and Hire Purchaser.

**UNIT IV**

Factoring – Features – Types – Advantages and Disadvantages - Functions of Factor – Factoring Vs. Bills Discounting –Forfeiting – Benefits - Consumer finance .

**UNIT V**

Venture Capital – Meaning –Features – Venture Capital Financing Process – Evaluation Criteria – Methods of Venture Financing – Limitations of Venture Capital.

**Text Books:**

1. Gurusamy, S - Financial Services – Vijay Nicole Imprints Private Ltd
2. B. Santhanam - Financial Services , Margham Publications

**Books for Reference:**

- 1.M.Y. Khan –Indian Financial System – Tata Mc Graw Hill
- 2.Dr. S. Gurusamy – Financial Services and System -Vijay Nicole Imprints
- 3.H. R. Machiraju – Indian Financial System –Vikas Publishing House
- 4.Dr. N. Premavathy – Financial Services and Stock Exchange –Sri Vishnu Publications
- 5.E. Gordon and E.Nataraj – Financial Markets & Services

**ELECTIVE**

**PAPER – 2**

**C. INVESTMENT MANAGEMENT**

**Objectives:**

*To impart skill on the fundamentals of Investment and Security Analysis.  
To identify the risk and returns involved in managing investment.*

**Unit I**

Investment – Meaning – Objectives – Investment Vs. Speculation – Investment Process – Investment information – Management of Investment.

**Unit II**

Investment Alternatives – Meaning – variable Income Securities – Fixed Income Securities – Tax Sheltered Saving Schemes – Mutual Funds – Real Assets – Modern Investment – Arts and Techniques.

**Unit III**

Risks and Returns – Meaning – Systematic Risks – Unsystematic Risks – Risk Measurement – Capital Returns and Revenue Returns – Computation of Expected Risks and Returns.

**Unit IV**

Investment Valuation – Time Value for Money – Bond Valuation – Yield to Maturity – Equity Valuation – capital asset pricing model.

**Unit V**

Investment Analysis – Fundamental Analysis – Economic Analysis – Industry Analysis – Company Analysis – Financial Analysis.

**Text Books:**

1. Dr. L. Natarajan-Investment Management – Margham Publications
2. V.k.Bhalla ,Investment Management
3. Gurusamy S, Security Analysis and Portfolio Management, Vijay Nicole Imprints.
- 4.

**Books for Reference:**

1. Prasanna Chandra – Investment Analysis and Portfolio Management ,Tata Mc Graw Hill
2. R.P.Rustagi ,Security Analysis and Portfolio ,HPH
3. S.Kevin,Security Analysis and Portfolio Management ,Prentice Hall



**SEMESTER VI  
ELECTIVE  
(to choose any 1 out of 3)**

**PAPER- 3  
A. MARKETING RESEARCH**

**Objective:**

*The objective of this course is to understand the various aspects of Marketing Research, identify the various tools available to a Marketing Researcher and helps in marketing decision making.*

**UNIT- I**

Introduction to Marketing Research – Definition – Objectives – Growing importance of Marketing Research – Main Divisions of Marketing Research – Uses of Marketing Research – Limitations and Threats to Marketing Research.

**UNIT – II**

Marketing Research Process – Problem Definition – Research Purpose – Research Objective – Research Design.

**UNIT – III**

Data Collection – Methods of Data Collection – Secondary Data – Sources of Secondary Data – Primary Data – Collection of Primary Data – Observation – Questionnaire – Designing a Questionnaire – Interviewing – Interviewing skills on the part of the investigator.

**UNIT – IV**

Basics of Sampling – Advantages and Limitations of Sampling – Sampling Process – Sampling Techniques – Probability and Non-Probability Sampling.

**UNIT –V**

Application of Marketing Research – Product Research – Advertising Research .

**Text Books:**

1. Dr.P. Ravilochanan –Marketing Research – Margham Publications
2. Sharma D - Marketing Research
3. S.L. Gupta - Marketing Research
4. G.C. Berry - Marketing Research
- 5 . S. Sumathi and P. Saranaval,Marketing Research and Consumer Behaviour

**Reference Books:**

1. Tull and Hawkins - Marketing Research
2. Boyd and Westfall- Marketing Research
3. Aaker - Marketing Research

**ELECTIVE**

**PAPER – 3**

**B. RURAL MARKETING MANAGEMENT**

**Objectives:**

*To enable the students to understand the elements of the unexplored rural market.  
To identify the significance and strategies of rural markets.*

**UNIT – I**

Understanding rural consumers – Defining rural India – Evolution of rural marketing – Rural Market Structure – Constitution of rural market – Size of rural market – Rural Market Environment.

**UNIT – II**

Product Strategy – Rural Product Categories – New Product Development – Rural Packaging – Branding in rural India.

**UNIT – III**

Pricing Strategy – Introduction – Objectives – Rural Pricing Strategy – Market Entry Strategy.

**UNIT – IV**

Channel of Distribution – Evolution of Rural Distribution System – Behaviour of Channels – Prevalent Ideal Rural Distribution Model.

**UNIT – V**

Promotion – Promotion Mix – Creating the Advertisement of Rural Audiences – Rural Media – Conventional and Non- Conventional Media – Innovation in Rural Markets.

**Text Books:**

- 1.P. Kashyap & S.Raul, The Rural Marketing
2. C.S.G.K.M.L Ramakrishnan,Rural Marketing –Text and Cases
- 3.Sukhpal Sing, Rural Marketing

**Books for Reference:**

- 1.M. Kamath & R. Ramakrishnamurthy – A Text Book on Rural Marketing
- 2.Shipra Chawla , A Text of Rural Marketing.

**ELECTIVE  
PAPER – 3  
C. EXPORT MANAGEMENT**

**Objective:**

*The objective of the course is to convey the relevance of export, foreign exchange and to create an understanding on export procedure and policies.*

**UNIT – I**

Export Management – Meaning & Definition - Need for Export Management – Nature of Export Management – Functions of Export Manager – Barriers to Export – Problems faced by the exporters in export.

**UNIT – II**

Export Incentives – Duty Entitlement Pass Book Scheme – Duty Exemption Entitlement – Export Promotion Capital Goods Scheme – Export Oriented Units – Export Houses – Trading Houses – Star Trading Houses.

**UNIT – III**

Export Finance – Nature of Export Finance – General Guidelines to the banks for export financing –pre-shipment Finance – Post-shipment Finance –Export Import Bank, Export Risks Identification –Credit Risks –Cargo Risks –Prevention or Reduction of Risk – Credit Risk and Export Credit and Guarantee Corporation of India (ECGC) –Cargo Insurance.

**UNIT – IV**

Government Institutions assisting in promoting Export –Ministry of Commerce – Directorate General of Foreign Trade (DGFT) – Export Promotion Council (EPC) – Indian Institute of Foreign Trade(IIFT) - India Trade Promotion Organisation (ITPO)– Federation of Indian Export Organisation(FIEO) – State Trading Corporation (STC).

**UNIT – V**

Export Procedures – Terms of Payment used in Export -Documents used in Export Trade – Proforma Invoice – Commercial Invoice – Consular Invoice – Shipping and Air Cargo Documents – Banking Documents.

**Text Books:**

- 1.P.K. khurana , Export Management
- 2.D.C. Kapoor, Export Management
- 3.Kumar & Mittal, Export Management
- 4.Balagopal,Export Management

**Reference Book:**

- 1.Francis Cheruvilam, Export Management.

**SKILL BASED SUBJECT**

**PAPER – 4**

**CREATIVITY AND INNOVATION MANAGEMENT**

**Objective:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Dr. P. Rizwan Ahmed –Creativity and Innovation Management – Margham Publications
2. NCTE Rastogi - Managing Creativity for Corporate Excellence –Mc Millan
3. Pradip NCTE and Khandwalla -Lifelong Creativity –Tata Mc Graw Hill.

**Reference Books:**

1. Davis Gary and Scot - Training creative Thinking - New York Pub.
2. Edward de Bono - Lateral Thinking –Penguin Pub.
3. Peter F.Drucker - Innovation and Entrepreneurship

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