### THIRUVALLUVAR UNIVERSITY

**BACHELOR OF BUSINESS ADMINISTRATION**

**DEGREE COURSE**

**CBCS PATTERN**

(With effect from 2012 - 2013)

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

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#### SEMESTER II

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

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

UNIT-II

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

UNIT-IV

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

3. Dr. N. Perma - Business Management.
4. Massie - Essentials of Management - Prentice - Hall of India
5. Prasad L.M. - Principles and Practice of Management

Reference Books

1. Guptha CB - Business Management
2. Peter F. Drucker - Practice of Management
4. Hampton - Management
5. Stoner & Wankel - Management
6. Bender - Leadership from within Macmillan Ltd
7. D.P. Jain Business Organization and Management, Vrinda publications (P) Ltd.
PAPER – 2

BUSINESS MATHEMATICS AND STATISTICS – I

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

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

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

UNIT-III

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

UNIT-V
Basic Calculus - Rules for Differentiation.

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

Books for Reference:
2. P. Navaneetham - Business Statistics and Mathematics
ALLIED – 1

PAPER – 1

A. BUSINESS ORGANIZATION

UNIT-I

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

UNIT-II


UNIT-III

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

UNIT-IV

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

UNIT-V

Trade Associations and Chamber of Commerce.

Text and Reference Books:

PAPER – 1

B. PRINCIPLES OF INSURANCE

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

Text and Reference Books:

1. Dr. B. Vardharajan - Insurance Vol 1 and 2. - Tamil Text Book.
UNIT-I

Introduction: Decision-making process; Occupation of Farming.

UNIT-II


UNIT-III

Acquisition and organization of the factors of production.
Acquisition of capital - Acquisition of land - Size of Farm - Selection and Combination of Enterprise.

UNIT-IV

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

UNIT-V

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

Text and Reference Books:

1. Emery N. Castle Manning H. Beckor “Farm Business Management” Macmillan Company
PAPER – 1

D. BUSINESS ETHICS

UNIT-I


UNIT-II

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

UNIT-III

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

UNIT-IV


UNIT-V

Vendors - Government - Social Audit.

Text Books:
1. Memoria & Menoria - Business Policy
3. Ramaswamy Namakumari - Strategic Planning - Corporate Strategy - MacMillan India Ltd
4. Velasquez - Business Ethics - Prentice - Hall of India
5. Dr.S. Shankaran - Business Ethics & values

Reference Books:
1. Peter Madsen & Jay M. Shafritz - Essential of Business Ethics
SEMESTER II

PAPER – 3

FINANCIAL ACCOUNTING

UNIT-I


UNIT-II

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

UNIT-III

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

UNIT-IV

Accounting from incomplete records

UNIT-V

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

Text and Reference Books:

1. Reddy & Murthy - Financial Accounting
Objectives
To apply the concepts of Statistics and Mathematics in Business.

UNIT-I
Matrix Theory - Operations on Determinants - Inverse of a Square Matrix (not more than 3\textsuperscript{rd} order).

UNIT-II
Solving Simultaneous Equations using Matrix Method.

UNIT-III

UNIT-IV

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

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

Books for Reference:
A. ORGANISATIONAL BEHAVIOUR

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

Text and Reference Books:

6. Aswathappa. K. - Organizational behavior - HPH, Bombay.
7. J. Jayasankar - Organizational behavior.
PAPER – 2

B. PRINCIPLES OF BANKING SYSTEM

UNIT-I


UNIT-II


UNIT-III

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

UNIT-IV

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

UNIT-V


Text and Reference Books:

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

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

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

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

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

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

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

Text and Reference Books:
2. www.ulrc.psu.edu.
PAPER – 2

D. FUNDAMENTALS OF COMPUTER

UNIT-I

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

UNIT-II

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

UNIT-III


UNIT-IV

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

UNIT-V

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

Text Book:

Introduction to computer science, ITL Education solutions limited, Pearson education.
SEMESTER III
PAPER – 5
PRODUCTION MANAGEMENT

UNIT-I

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

UNIT-II

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

UNIT-III


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:
5. Martand T. Telsang - Production Management - S.Chand.

Reference Books:
1. Harding HA - Production Management.
2. Buffa Production Management.
4. SN Chari - Production and Operation Management.
6. Adam and Ebert - Production and Operations Management - Prentice - Hall of India.
PAPER – 6
MANAGEMENT ACCOUNTING – I

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

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

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

Unit-IV

Unit – V

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

Reference Books:-
PAPER – 7

STRATEGIC MANAGEMENT

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

Text and Reference Books:

3. Azhaskazmi, Business Policy.
PAPER – 8
MANAGERIAL ECONOMICS

UNIT-I


UNIT-II


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


Reference Books:
1. Mankar: Business Economics, Macmilan Ltd.,
2. Varshney RL and Maheshwari KL - Managerial Economics.
6. Dean - Managerial economics - Prentice-Hall of India.
8. Mote Paul Gupta - Managerial Economics – MGH.
ALLIED – 2
PAPER – 3

A. TOURISM MANAGEMENT

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

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

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

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

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

Text and Reference Books

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

Text and Reference Books:

6. Services Marketing - Dr. L. Natarajan.
PAPER – 3

C. BUSINESS COMMUNICATION

UNIT-I


UNIT-II


UNIT-III


UNIT-IV

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

UNIT-V

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

Text and Reference Books:

1. Rajendra Pal and Korlehalli - Essentials of Business Communication
2. Ramesh M. S. Pattan Shetty - Effective Business English and Correspondence
3. Pillai and Bagawathi - Commercial correspondence and office management.
5. Gart Side L. - Modern Business correspondence.
10. R.S.N. Pillai & Bagavathi - Modern Commercial Correspondence.
D. OFFICE MANAGEMENT

UNIT-I

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

UNIT-II

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

UNIT-III


UNIT-IV

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

UNIT-V

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

1. Chopra PK - Office Management
2. Arora SP - Office Management
3. Dr. T.S. Devanarayan, N.S. Raghunathan - Office Management

Reference Books:

1. Denyer JC - Office Management.
2. Hicks CB and Place L - Office Practice and Management.
4. Leffingtonell - Office Management.
5. Mirza Ziaudeen - Office Management.
SKILL BASED SUBJECT

PAPER – 1

CUSTOMER RELATIONSHIP MANAGEMENT

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

UNIT-I


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


UNIT-V


Text books:

Reference Books:
NON-MAJOR ELECTIVE

PAPER – 1

MANAGEMENT CONCEPTS

UNIT-I

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

UNIT-II

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

UNIT-III


UNIT-IV


UNIT-V

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

Text Books:

SEMESTER IV
PAPER – 9
MATERIALS MANAGEMENT

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

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

UNIT-III

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

UNIT-V
Vendor rating - Vendor development - Purchase Department - Responsibility - Buyer - Seller relationship - Value analysis - ISO - Types
Text Books

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

Reference Books

1. Muhdnan - Production and Operation Management MacMillan
2. Dutta - Integrated Materials Management
3. Veb - Materials Management
4. England and Leenders - Purchasing and Materials Management
5. Varma - Materials Management
PAPER – 10

MANAGEMENT ACCOUNTING – II

Unit-I

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

Unit-II


Unit-III


Unit-IV

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

Unit-V


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

Reference Books:

PAPER – 11
BUSINESS ENVIRONMENT

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

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

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

UNIT-IV

UNIT-V
Financial Environment - Financial System - Commercial banks - RBI - IDBI - Non-Banking Financial Companies NBFC’s

Text and Reference Books:
1. Dr. S. Sankaran - Business Environment.
3. Aswathappa - Business Environment.
5. Dasgupta and Sengupta - Government and Business in India.
ALLIED – 2

PAPER – 4

A. PROJECT MANAGEMENT

UNIT-I

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

UNIT-II

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

UNIT-III

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

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

UNIT-IV

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

UNIT-V

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

2. Project Management: The Managerial Process (Special Indian Edit.) - Clifford F Gray, Oregon State University.
B. HOTEL MANAGEMENT

UNIT-I

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

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
C. REWARD MANAGEMENT

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

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

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

UNIT-III

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

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

Text and Reference Books:
PAPER – 4

D. ORGANIZATIONAL PSYCHOLOGY

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

Organizational culture and climate - Organizational effectiveness - Organizational Development.
Counseling and guidance - Importance of Counselor - Types of Counseling - Information needed for Counseling.

Text Books:

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

1. Arnold - Work Psychology, MacMillan Ltd
2. Hippo - Organizational Behavior
3. Heresy Bianchand - Introduction to organizational Behavior
4. Hanell - Industrial Psychology
5. Keith Davis - Human Relations at work
Objective
The objective of this course is to acquaint the students with the basic concept of Total Quality from design assurance to service assurance, to give emphasis on International quality certification systems – ISO 9000.

UNIT-I : BASIC CONCEPTS AND ORIGIN OF TQM
Basic Concept of Total Quality – Evolution of Total Quality Management – Cost of Quality – Quality Productivity – Components of Total Quality Loop.

UNIT-II : STATISTICAL QUALITY CONTROL AND INSPECTION

UNIT-III : PROCESS CAPABILITY

UNIT-IV: JUST IN TIME, KANBAN

UNIT-V : TOTAL PRODUCTIVE MANITENANCE
Text Books:


Reference Books:

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 : Introduction


UNIT-II : Training Techniques


UNIT-III : Career – Planning


UNIT-IV : MDP


UNIT-V : Training Institutions


UNIT-VI: MDP Institutions

Management Development Institute – Productivity Councils – Management Associations – Educational Institute – Consultant.
Text Books:

1. Rolf Lynton, Uday Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd., 1990

Reference Books:

1. Rao PL: HRD through In-House Training, New Delhi, Vikas Publishing House (P) Ltd.,
SEMESTER V
PAPER – 12
FINANCIAL MANAGEMENT

UNIT-I
Finance function - nature and scope - its relationship with other functions - finance organization.
Interpretation and analysis of financial statements - financial forecasting - actual proforma, and model statements preparation and uses.
Financial planning and control - break-even analysis operation leverage - profit cost (and volume) analysis.

UNIT-II
Current assets management - cash, receivables, inventories liquidity, profitability and solvency criteria.
Current liabilities management- size and sources - money market banks - regulation of working capital finance Dhejia Committee Tandon Committee - Chore Committee - Marathe Committee.

UNIT-III
Long term capital management.

UNIT-IV
Cost of capital basic concepts, rational and assumptions cost of equity capital - cost of retained earnings.
Capital structure decision of the firm – composition and source of long term funds - financial leverage - zerobase budgeting.

UNIT-V
Financial information system
Text and Reference Books:

UNIT-I

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

UNIT-II

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

UNIT-III

Sales Forecasting - Various methods of Sales Forecasting - Analysis and Application.

UNIT-IV

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

UNIT-V

Promotion - Advertising - Publicity - Public relations - Personal Selling - Direct selling - Sales Promotion Administration
Text Books:
2. Philip Kotler and Armstrong - Marketing Management
3. Rajan Nair - Marketing
5. Philip Kotler - Marketing Management - Prentice - Hall of India

Reference Books:
PAPER - 14
HUMAN RESOURCE MANAGEMENT

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV


UNIT-V

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

Text Books:

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

Reference Books:

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 face consent.

UNIT-II

UNIT-III
Guarantee – features and distinctions – Bailment and pledge – features difference – Rights and duties of bailer and Bailee.

UNIT-IV

UNIT-V

TEXT BOOK:
1. Business law – N.D. Kapoor

REFERENCE BOOK:
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


UNIT-II : Networks


UNIT-III : Firewalls and Securities


UNIT-IV : EDI in Business


UNIT-V : E-Payment Systems

UNIT-VI : World Wide Web – Process


Text Books:


Reference Books:

SEMESTER VI
PAPER – 15
COST ACCOUNTING

Unit-I: Nature and scope of cost accounting


Unit-II: Materials Purchase and Control

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

Unit-III: Methods of Pricing of Material Issues

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

Unit-IV: Labour Cost Control


Unit-V: Overheads


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

Reference Books:

PAPER - 16

INDUSTRIAL RELATIONS AND LABOUR LAWS

UNIT-I

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

UNIT - II


UNIT-III


UNIT-IV


UNIT-V

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

Text Books:

1. Sreenivasan M.R - Industrial Relations & Labor legislations
4. Monoppa - Industrial Relations

Reference Books:

1. Michael V Industrial Relations in India and Workers Involvement in Management
   Cowling - Essence of Personnel Management and Industrial Relations - Prentice - Hall of India.
ELECTIVE
PAPER – 2
COMPUTER APPLICATION IN BUSINESS

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V


Text Book

Introduction to Information Technology, ITL ESL, Pearson Education.
ELECTIVE
PAPER – 3
ENTREPRENEURIAL DEVELOPMENT

UNIT-I

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

UNIT-II

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP’s, TIIC, SIDBI, PIPDIC, IDBI, IFCI, ETC. Problems and prospects of Women entrepreneurs - Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs

UNIT-III


UNIT-IV


UNIT-V

How to start an enterprise? - Franchising and Acquisition - Product Strategies - Pricing Strategies - Distribution Strategies - Promotional Strategies. How to be a successful Entrepreneur? - Learning to be Successful - Successful entrepreneurs - NAMASKAR.

Text and Reference Books

1. Jayshree Suresh - Entrepreneurial Development.
2. Khanka - Entrepreneurial Development.
5. Vasant Desai - Dynamics of Entrepreneurial Development and Management.
SKILL BASED SUBJECT

PAPER – 4

CREATIVITY AND INNOVATION MANAGEMENT

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

UNIT-I

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

UNIT-II


UNIT-III


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:


Reference Books:

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

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