

**ETHIRAJ COLLEGE FOR WOMEN (AUTONOMOUS)
CHENNAI- 8.**

Re-Accredited with A Grade status by NAAC

College with Potential for Excellence by UGC

SYLLABUS

OF

**BACHELOR OF BUSINESS ADMINISTRATION
UNDER THE CHOICE BASED CREDIT SYSTEM
(For the students admitted from
the academic year 2015 - 2016 onwards)**

**DEPARTMENT
OF
BUSINESS ADMINISTRATION
(Self supporting)**

**ETHIRAJ COLLEGE FOR WOMEN
DEPARTMENT OF BACHELOR OF BUSINESS ADMINISTRATION**

REVISED SYLLABUS - JUNE 2015

Department of BBA is revising syllabi with effect from the academic year 2015-2016, under CBCS aimed to build the capacity of the students and provide inputs for their social service and social analysis capabilities.

Every academic year is divided into two semester sessions. Each semester will have a minimum of 90 working days and each day will have 5 working hours. Teaching is organized in to a modular pattern of credit courses. Credit is normally related to the number of hours a teacher teaches a particular subject. It is also related to the number of hours a student spends learning a subject or carrying out an activity.

REGULATIONS

1. Eligibility for Admission:

Candidates for admission to the first year of the Bachelor of Business Administration (BBA) course shall be required to have passed Higher Secondary examination conducted by the Government of Tamil Nadu, or an examination accepted as equivalent thereto by the syndicate of the University of Madras.

Aggregate marks obtained in Commerce/Business Studies, Accountancy, Mathematics/Business Mathematics/Economics/Statistics and any other subject will be considered for admission.

2. Eligibility for the award of Degree:

A candidate shall be eligible for the award of the Degree only if she has undergone the prescribed course for a period of not less than three academic years, passed the examinations of all the Six Semesters prescribed.

3. Course of Study:

The main subject of study for Bachelor Degree shall consist of the following:

PART- I: Foundation courses exclusive for languages

PART-II: English

PART-III: Core courses and Allied courses

PART-IV: Non-major electives and Soft skills

PART-V: Extension Activities / Sports / NCC

4. Passing Minimum:

A candidate shall be declared to have passed in each paper/ practical of the main subject of study wherever prescribed, if she secures not less than 40% of the marks prescribed for the examination.

5. Classification of successful candidates:

Part I, II, III & IV

Successful candidates passing the examinations and securing the marks (i) 60% and above and (ii) 50% and above but below 60% in the aggregate shall be declared to have passed the examination in the FIRST and SECOND class respectively. All other

successful candidates shall be declared to have passed the examination in the **THIRD** Class.

Candidates who pass all the examinations (Part I, II, III & IV) prescribed for the course in the **FIRST APPEARANCE ITSELF ALONE** are eligible for ranking.

COURSE PROFILE

SEM	COURSE CODE	COURSE TITLE	Hrs / week	CREDITS	CA MARKS	SE MARKS	TOTAL
I	Part-I	Language	5	3	40	60	100
	Part-II	English	5	3	40	60	100
	BS15/1C/MGP	Management Principles	5	4	40	60	100
	BS15/1C/AM1	Accounting for Managers – I	5	4	40	60	100
	BS15/1A/CMM	Communication for Managers	6	5	40	60	100
	Part-IV Non Major	1a -Basic Tamil 1b- Advanced Tamil 1N -Small Business Management [BS15/1N/SBM]	2	2	-	50	50
	Part-IV	Soft Skills	2	3	-	50	50
II	Part-I	Language	5	3	40	60	100
	Part-II	English	5	3	40	60	100
	BS15/2C/AM2	Accounting for Managers – II	5	4	40	60	100
	BS15/2C/MEC	Managerial Economics	5	4	40	60	100
	BS15/2A/PRA	Computer Applications in Business (Practical)	6	5	40	60	100
	Part-IV Non Major	2a -Basic Tamil 2b- Advanced Tamil 2N -Corporate Soft skills [BS15/2N/CSS]	2	2	-	50	50
	Part-IV	Soft Skills	2	3	-	50	50
III	BS15/3C/ORB	Organizational Behaviour	5	4	40	60	100
	BS15/3C/PMG	Production Management	5	4	40	60	100
	BS15/3C/MKM	Marketing Management	5	4	40	60	100
	BS15/4C/EDT	Entrepreneurial Development	5	4	40	60	100
	BS15/3A/BSM	Business Mathematics	6	5	40	60	100
	Part-IV	Soft Skills	2	3	-	50	50
		EVS	2	2	-	50	50
IV	BS15/4C/BSL	Business Law	5	4	40	60	100
	BS15/4C/HRM	Human Resource Management	5	4	40	60	100
	BS15/4C/MLM	Materials and Logistics	5	4	40	60	100

		Management					
	BS16/4C/BST	Business Taxation	5	4	40	60	100
	BS15/4A/BSS	Business Statistics	6	5	40	60	100
	Part-IV	Soft Skills	2	3	-	50	50
		Value Education	2	2	-	50	50
V	BS15/5C/RMT	Resource Management Techniques	6	4	40	60	100
	BS15/5C/ECL	Economic Laws	6	4	40	60	100
	BS15/5C/FMG	Financial Management	6	4	40	60	100
	BS15/5C/MIS	Management information system	6	4	40	60	100
	BS15/5C/RSM	Research methodology	6	4	40	60	100
VI	BS15/6C/IRL	Industrial relations	6	4	40	60	100
	BS15/6C/IBS	International Business	6	4	40	60	100
	BS15/6C/BCG	Business Ethics & Corporate Governance	6	4	40	60	100
	BS15/6C/FSS	Financial Services	6	4	40	60	100
	BS15/6C/PRO	Project	6	5	40	60	100

**TEMPLATE FOR EVALUATION PATTERN
CONTINUOUS ASSESSMENT**

SEM	COURSE CODE	COURSE TITLE	CONTINUOUS ASSESSMENT				TOTAL
			TEST 1	TEST 2	QUIZ/ ASSIGNMENT SEMINAR/ FIELD VISIT	PARTICIPATORY LEARNING	
I	Part-I	Language	10	10	10	10	40
	Part-II	English	10	10	10	10	40
	BS15/1C/MGP	Management Principles	10	10	10	10	40
	BS15/1C/AM1	Accounting for Managers – I	10	10	10	10	40
	BS15/1A/CMM	Communication for Managers	10	10	10	10	40
II	Part-I	Language	10	10	10	10	40
	Part-II	English	10	10	10	10	40
	BS15/2C/AM2	Accounting for Managers – II	10	10	10	10	40
	BS15/2C/MEC	Managerial Economics	10	10	10	10	40
	BS15/2A/PRA	Computer Applications in Business (Practical)	10	10	10	10	40
III	BS15/3C/ORB	Organizational Behavior	10	10	10	10	40
	BS15/3C/PMG	Production Management	10	10	10	10	40
	BS15/3C/MKM	Marketing Management	10	10	10	10	40
	BS15/4C/EDT	Entrepreneurial Development	10	10	10	10	40
	BS15/3A/BSM	Business Mathematics	10	10	10	10	40
IV	BS15/4C/BSL	Business Law					
	BS15/4C/HRM	Human Resource Management	10	10	10	10	40
	BS15/4C/LGT	Materials and Logistics Management	10	10	10	10	40
	BS16/4C/BST	Business Taxation	10	10	10	10	40
	BS15/4A/BSS	Business Statistics	10	10	10	10	40
V	BS15/5C/RMT	Resource Management Techniques	10	10	10	10	40
	BS15/5C/ECL	Economic Laws	10	10	10	10	40
	BS15/5C/FMG	Financial Management	10	10	10	10	40
	BS15/5C/MIS	Management information system	10	10	10	10	40
	BS15/5C/RSM	Research methodology	10	10	10	10	40
VI	BS15/6C/IRL	Industrial relations	10	10	10	10	40
	BS15/6C/IBS	International Business	10	10	10	10	40
	BS15/6C/BCG	Business Ethics & Corporate Governance	10	10	10	10	40
	BS15/6C/FSS	Financial Services	10	10	10	10	40
	BS15/6C/PRO	Project					

RUBRICS FOR CONTINUOUS ASSESSMENT EVALUATION

- **ASSIGNMENT:** Content/ Originality/ Presentation/ schematic representation and diagram/ Bibliography
- **SEMINAR:** Organization/ Subject knowledge/ Visual aids/ Confidence level/ Presentation
- **PARTICIPATORY LEARNING:** Answering questions/ Participation in discussion/ Attendance/ Communication and language.
- **FIELD TRIP:** Participation/ Preparation/ Respect/ Attitude/ Leadership
- **PROJECT:** Preliminary work/ Design/ Content/Presentation

STRUCTURE OF NON MAJOR ELECTIVES (Offered by the Department)

SEMESTER	COURSE CODE	COURSE TITLE	HRS/WK	CREDITS
I	BS15/1N/SBM	SMALL BUSINESS MANAGEMENT	2	2
II	BS15/2N/CSS	CORPORATE SOFT SKILLS	2	2

SEMESTER- I
MANAGEMENT PRINCIPLES

TEACHING HOURS : 75 HRS
COURSE CODE : BS15/1C/MGP

CREDITS : 4
L-T- P : 3-2-0

OBJECTIVES:

- To provide an insight in to the basic managerial functions.
- To discuss contemporary management issues and challenges.

COURSE OUTLINE:

UNIT I

Management – Nature, scope and importance –Levels of Management- Steps in Management Process- Contribution of Taylor, Fayol and Peter Drucker to Management thought. [14 hrs]

UNIT II

Planning : Meaning, nature and objectives of planning –Types of planning – Planning process – Objectives– Policies- Procedures and Methods- MBO: Concept and Process - Decision making : Meaning and Process. [15 hrs]

UNIT III

Organizing : Nature and elements – Types of organization structure (line and staff, committees, project, Matrix) – Formal and Informal Organization - Span of control: Meaning and Factors determining span of control -Authority – Sources, types and limits - Responsibility- Power - Departmentation -Need – Importance – Types. [16 hrs]

UNIT IV

Delegation – Types- Advantages – Disadvantages - Decentralization- Determinants –Advantages – Limitations– Delegation Vs Decentralization
Staffing - Meaning and functions of staffing-Directing – Nature, significance and principles of directing [15 hrs]

UNIT V

Controlling-Nature, importance, merits and demerits of controlling - Control process – Coordination- Meaning, nature and characteristics.
Lean Management: Concept - Benefits- Management of NGO- Problems faced by NGO

[15 hrs]

- **Simple case studies in Planning, Decision making, Delegation and Control.**

BOOK RECOMMENDED:

1. C.B Gupta, Business management, Ninth edition, 2012, Sultan Chand Sons, New Delhi.

BOOKS FOR REFERENCE:

1. L.M.Prasad, Principles and practice of Management, 2010, Sultan chand &sons, New Delhi.
2. Koontz O' Donell, Essentials of Management, 2010, Tata McGraw Hill.
3. M Prakash and Parag Diwan, Management principles and practices, 2010, Excel books, New Delhi.

ONLINE SOURCES:

1. www.collegeboard.com
2. www.cliffnotes.com
3. www.study.com

QUESTION PAPER TEMPLATE

SECTION	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit 1 Case study analysis question is mandatory
Section C	4	2	2x20=40	Not more than 1 question from each unit

SEMESTER- I
ACCOUNTING FOR MANAGERS – I

TEACHING HOURS: 75 HRS
COURSE CODE : BS15/1C/AM1

CREDITS: 4
L-T-P : 3-2-0

OBJECTIVES:

To enable students to

- Understand the significance of accounting principles and processes involved in preparation and presentation of financial reports.
- Analyze and interpret financial reports of a company.

COURSE OUTLINE:

UNIT I

Financial Accounting: Meaning - Objectives – Advantages and Limitations - Basic Accounting concepts and Conventions – users of accounting statements – Concept of IFRS – An overview of Indian Accounting Standards. [10 hrs]

UNIT II

Journal- Ledger- Trial Balance – Preparation of Trading, Profit & Loss Account and Balance Sheet. [16 hrs]

UNIT III

Management Accounting: Meaning and Scope – Objectives - Advantages – Limitations - Financial Accounting Vs Management Accounting.
Meaning and Nature of Financial Statements – Importance – Limitations - Tools of Analysis – Trend Analysis
Concept of Fund-Schedule of Changes in Working Capital – Funds from Operations [13 hrs]

UNIT IV

Cash from Operations - Preparation of Cash Flow Statement- Cash Flows from Operating, Investing and Financing activities - Importance of Cash Flow statement. [18 hrs]

UNIT V

Accounting Ratios – Definition – Utility and Limitations – Calculation of Ratios – Financial, Turnover and Profitability Ratios. [18 hrs]

BOOKS RECOMMENDED

1. R.L.Gupta & V.K.Gupta, Financial Accounting, Sultan Chand and sons, New Delhi, 2005
2. Dr.S.N.Maheshwari, Principles of Management Accounting, Sultan Chand and sons, New Delhi, 2005

BOOKS FOR REFERENCE

1. T.S.Reddy & Y.Hariprasad Reddy, Financial & Management Accounting, Margham Publications, Chennai, 2006.
2. M.C.Shukla, T.S.Grewal & S.C.Gupta, Advanced Accounts, S.Chand, New Delhi, 2003.
3. T.S.Reddy & Murthy, Financial Accounting, Margham Publications, Chennai.

ONLINE SOURCES

1. www.financial.html
2. www.fasb.org
3. www.accountingeducation.comp

QUESTION PAPER TEMPLATE

	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	8 (Problems-7 Theory-1)	5	5x8=40	Minimum of 1 question from each unit
Section B	5 (Problems-4 Theory-1)	3	3x20=60	Minimum of 1question from each unit

SEMESTER I
COMMUNICATION FOR MANAGERS

TEACHING HOURS: 90 HRS
COURSE CODE : BS15/1A/CMM

CREDITS: 5
L-T-P : 4-2-0

OBJECTIVES:

- To develop the communication skills of the students
- To provide knowledge on the basic principles of drafting business letters.

COURSE OUTLINE:

UNIT I

Business communication: Meaning and definition-Importance of effective communication in business -Types of Communication-Barriers of communication-Principles of communication. Business letters: Functions-Kinds-Essentials of business letters

[17 hrs]

UNIT II

Layout of Business Letters - Enquires and Replies-Orders and Execution-Complaints and Adjustments. HR Letters – Letters of Offer, Performance Appraisal and Termination.

[20 hrs]

UNIT III

Report writing: Importance of reports-Types-Characteristics of a good report-Preparing a report-Organization of the report-Agenda-Minutes.

[18 hrs]

UNIT IV

Presentation skills: Elements-Designing and Delivering business presentation-Types of visual aids to support presentation.

Negotiation skills: Nature and Need-Factors affecting negotiation-Process of negotiation- Types of Negotiators- Tips for successful negotiation.

[18 hrs]

UNIT V

Technology in communication: E-mail – Email etiquette- Telephone Advantages and Disadvantages – Guidelines for effective telephonic conversation – Fax- Tele conferencing – Video conferencing.

Classified advertisement - Press release- Press conference.

[17 hrs]

BOOK RECOMMENDED

Rajendra Pal & Korlahalli, Essentials of Business communication, Sultan Chand & Sons, New Delhi

BOOKS FOR REFERENCE

1. R.S.N.Pillai & V.Bhagavathi, S.Chand&Co, Modern Commercial Correspondence, S.Chand & Co, New delhi
2. C.B.Gupta, Business Communication, Sultan Chand & Sons, New Delhi
3. L.Garside, Modern Business Correspondence.

ONLINE SOURCES

1. www.g-wlearning.com/communication
2. www.businesscommunication.org

QUESTION PAPER TEMPLATE

SECTION	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1 question from each unit

SEMESTER- II
ACCOUNTING FOR MANAGERS – II

TEACHING HOURS : 75 HRS
COURSE CODE : BS15/2C/AM2

CREDITS: 4
L-T-P : 3-2-0

OBJECTIVES:

- To provide basic knowledge on cost concepts and methods of costing.
- To impart knowledge on accounting tools and techniques useful in planning, control and managerial decision-making.

COURSE OUTLINE

UNIT I

Budgets-Classification of Budgets - Preparation of different types of Budget (Sales Budget, Production Budget, Materials Budget, Summarized Cost of Production Budget and Cash Budget) - Flexible Budgets - Budgetary Control - Objectives – Advantages – Limitations – Control Ratios.

[14 hrs]

UNIT II

Cost Accounting: Meaning –Objectives – Advantages – Limitations - Cost Accounting Vs Financial Accounting - Cost Accounting Vs Management Accounting - Elements of Cost – Cost Sheet (Simple Problems) – Methods of Costing (Only Theory).

[16 hrs]

UNIT III

Absorption costing – marginal costing – differential costing –Segregation of semi variable cost – cost volume profit analysis – break-even analysis – contribution – profit volume ratio – break-even point - break even charts – margin of safety.

[15 hrs]

UNIT IV

Composite P/V ratio – Composite breakeven point – breakeven point of merged plant – key factor –Utility of CVP analysis-fixation of selling price – maintaining a desired level of profit – decisions involving alternative choices

[15 hrs]

UNIT V

Standard Costing: Objectives – Advantages and Limitations - Variance Analysis – Computation of variances – Materials variance – Labour variance – Sales variance. (Mix and Yield variances excluded).

[15 hrs]

BOOKS RECOMMENDED

1. S.N.Maheshwari, Principles of Management Accounting, Sultan Chand and sons, 2005
2. Jain & Narang, Cost Accounting, Kalyani Publishers, 1995

BOOKS FOR REFERENCE

1. T.S.Reddy & Y.Hariprasad Reddy, Financial & Management Accounting, Margham Publications, 2006.
2. R.S.N.Pillai&Bagavathi, Management accounting, S.Chand, New Delhi, 2003.
3. N.P.Srinivasan & M.Sakthivel Murugan, Accounting For Management, S.Chand, 2006, New Delhi.

ONLINE SOURCES

1. www.accountingeducation.com
2. www.finance.best4sites.net

QUESTION PAPER TEMPLATE

SECTION	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	8 (Problems -7 Theory-1)	5	5x8=40	Minimum of 1question from each unit
Section B	5 (Problems-4 Theory-1)	3	3x20=60	Minimum of 1 question from each unit

SEMESTER- II
MANAGERIAL ECONOMICS

TEACHING HOURS : 75 HRS
COURSE CODE : BS15/2C/MEC

CREDITS : 4
L-T-P : 3-2-0

OBJECTIVES:

- To be acquainted with the basic concepts of economics.
- To identify the applications and limitations of economic laws in decision-making and problem solving.
- To provide knowledge on different types of markets.

COURSE OUTLINE:

UNIT I

Introduction – Definition – Scope - Firm's Objective - Profit Maximization - Sales Maximization - Other Objectives - Role of Managerial Economist [14hrs]

UNIT II

Demand - Determinants of Demand - Law of Demand - Exceptions to the Law - Demand Distinction - Elasticity of Demand - Price Elasticity - Income Elasticity - Cross Elasticity – Demand forecasting – Meaning – Methods of forecasting [15hrs]

UNIT III

Production Function And Laws of Production – Meaning – Assumption – Isoquants – MRS - Producer's Equilibrium - Laws of Production - Laws of Variable Proportion – Laws of Returns to Scale [15 hrs]

UNIT IV

Market Structure and Competition - Meaning and Classification of Market - Features of Perfect Market – Monopoly – Monopolistic - Oligopoly and Duopoly - Price Discrimination - Types - Price Discrimination under Monopoly – Price and output determination under Monopoly, Monopolistic and Oligopoly Markets [16hrs]

UNIT V

National income and business cycles – National income- meaning – computation of national income – Factors determining national income. Business cycle – definition- characteristics – phases – inflation and deflation – definition and meaning – types – demand-pull inflation – cost-push inflation – effects of inflation – anti-inflationary measures- deflation – effects of deflation. [15 hrs]

BOOK RECOMMENDED:

S. Sankaran, Managerial Economics, fifth edition, 2012, Margham publications, Chennai.

BOOKS FOR REFERENCE:

1. P. L Mehta, Managerial Economics, 2004, Sultan Chand & Sons, New Delhi.
2. H L Ahuja, Managerial Economics, 2010, S Chand & Co. New Delhi.
3. Varshney and Maheshwari, Managerial Economics, 2012, Sultan Chand and Sons, New Delhi.

ONLINE SOURCES:

www.en.wiki/managerial-economics

www.nptel.ac.in

QUESTION PAPER TEMPLATE

SECTION	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1 question from each unit

SEMESTER- II
COMPUTER APPLICATIONS IN BUSINESS
(Practical Paper)

TEACHING HOURS: 90 HRS
COURSE CODE : BS15/2A/PRA

CREDITS: 5
L-T-P : 3-0-3

OBJECTIVES:

- To be familiar with concepts and tools of contemporary information technology.
- To provide practical knowledge of basic operations in MSWord, MS Excel, Advance excel

COURSE OUTLINE:

Unit I

Organization of Computers: - Computer System - Hardware – CPU - Computer Peripherals – Software - System Software - Types and Functions of Operating Systems – DOS – Windows Operating System – Application Software (10 hrs)

Unit II

Word Processing: Introduction and working with MS-Word in Ms-Office; word basic commands; formatting – text and documents- Using editing and proofing tools- Changing the layout of a document-Inserting elements to a word document- working with tables; working with graphics; Introduction to mail-merge. (20 hrs)

Unit III

Spread Sheet: Introduction to MS Excel –Quick review on MS Excel options, Ribbon, sheets- Managing workbooks- Manipulating data in a worksheet- Protecting & un protecting cells, rows, columns and sheets-Page layout and printer properties- Conditional formatting- Data sorting and filtering- Pivot tables-Pivot charts. (20 hrs)

Unit IV

Functions in Excel: Operators in Excel – Logical functions : If- AND – OR –NOT-Mathematical Functions: Count if – Degrees – Even & Odd- Exponent value- Integer function- Log function- Power function- Product function- SQRT function – Sum function – Sum IF function. Text Functions: Char function- Code function –Dollar function- Exact function- Find function- Left function-Lower function- RIGHT function
Look up functions: H lookup – V look up.
Date and Time functions. (20 hrs)

Unit V

Financial functions: Determining the PV of an investment- Net present value- PMT functions- IPMT and PPMT functions-IRR functions.
Statistical functions: Average function- Median function- Mode function- STDEV function- Count function- The MIN and MAX functions- Calculating frequency distribution-Chi square test- Correlation

Excel short cuts

(20 hrs)

BOOK RECOMMENDED:

1. Ananthi Sheshasaayee and Sheshasaayee, Computer Applications in Business And Management, 2012, Margham Publications, Chennai.

BOOKS FOR REFERENCE:

1. Dr. U.S.Pandey & Varinder Kumar, Computer Applications in Business, 2012, Variety Books Publisher's Distributors, New Delhi.
2. Alexis Leon and Mathews Leon, Fundamentals of Information of Technology, 2013, Vikas Publishrng House Pvt. Ltd, New Delhi.

ONLINE SOURCES:

<http://www.excelfunctions.net/Excel-Database-Functions.html>
www.einstein.cs.uri.edu/tutorials/csc101/pc/excel97/excel.html

SEMESTER III
ORGANISATIONAL BEHAVIOUR

TEACHING HOURS: 75 Hrs
COURSE CODE: BS15/3C/ORB

CREDITS: 4
L-T-P: 3-2-0

OBJECTIVES:

- To understand individual behavior in the organization
- To give an insight into how individual behavior can be made meaningful to increase organizational effectiveness.
- To understand the concepts of organizational behavior and its systems.

COURSE OUTLINE:

UNIT I

Fundamentals of Organizational Behavior – Definition – Scope – Importance and Limitations of OB – Theoretical framework (Cognitive, Behaviorist and Social Cognitive) – Contributing Disciplines to OB [15hrs]

UNIT II

Individual Process and Behavior I: Ability – Definition – Significance – Intellectual and Physical abilities. Learning – Attitudes: Meaning – Characteristics- Formation – Work related attitudes. Values – Meaning – Types of values – Difference between values and attitudes.

[15hrs]

UNIT III

Individual Process and Behavior II: Personality– Meaning– Determinants of personality– Personality traits– Influence of personality on OB. Perception– Meaning– Perceptual process. Motivation– Meaning– Importance– Financial and Non Financial motivational techniques– Theories of motivation – Maslow– Herzberg two factor theory– Theory X&Y– Evaluation– Criticism. Emotional Intelligence: Meaning– Concepts– Emotional Intelligence in the work place. [15hrs]

UNIT IV

Interpersonal Processes and Behavior: Group dynamics- Formal & informal groups- Group behavior–Team management: Meaning– Significance– Developing work teams– Team effectiveness & Team building– Managing Conflicts: Meaning of Conflicts– Types of conflicts– Overcoming conflict. [15hrs]

UNIT V

Organizational Culture: Definition– Types of Culture– Creating positive organizational culture– Workplace spirituality– Organizational Change: Definition– Nature of Organizational Change– Types of Organizational Change– Overcoming resistance to change– Learning organization: Concept– Developing a learning organization . [15hrs]

BOOKS RECOMMENDED:

1. L.M.Prasad, Organizational behaviour, Sultan Chand, New Delhi, 2006.
2. J. Jayashankar, Organizational Behavior, Margham publications, Chennai, 2005.

BOOKS FOR REFERENCE:

1. K.Aswathapa, Organisational behavior, Himalayas publishing house, Mumbai, 2004.
2. Luthans Fred, Organizational Behavior, Tata McGraw Hill, 2009.

ONLINE SOURCES:

1. <http://bookboon.com/en/organization-ebooks>
2. http://resource.mitfiles.com/open_elective/electives/Organisational Behaviour

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1questionfrom each unit

SEMESTER- III
PRODUCTION MANAGEMENT

TEACHING HOURS: 75 Hrs
COURSE CODE: BS15/3C/PMG

CREDITS: 4
L-T-P: 3-2-0

OBJECTIVES:

- To understand the concepts of production management.
- To focus on competitive priorities such as product cost, quality, delivery, and new product introduction.
- To provide knowledge on various tools and techniques for effective cost control and production efficiency.

COURSE OUTLINE:

UNIT I:

Production Management – Objectives – Functions and Responsibilities of Production Manager – Production Procedure – Recent trends in Production Management – Production System- Continuous-Intermittent-Job-Batch(Meaning, Advantages and Disadvantages)

(15 hrs)

UNIT II:

Plant Location: Objectives – Importance – Factors influencing Plant Location– Advantages and Disadvantages of Urban, Sub-Urban and Rural locations. Plant Layout: Objectives – Factors influencing Plant Layout – Types of Plant Layout.

(18 hrs)

UNIT III:

Production Planning and Control: Objectives – Functions – Stages – Routing and Scheduling – Dispatching and Follow Up. Maintenance Management: Objectives– Advantages – Breakdown Maintenance: Objectives – Disadvantages – Suitability – Preventive Maintenance: Objectives – Types – Advantages – Limitations.

(15 hrs)

UNIT IV:

Inspection: Objectives – Functions – Centralized and Decentralized Inspection – Quality Control: Objectives – Advantages – SQC [Statistical Quality Control]: Techniques – Benefits – Control Charts – Advantages – X Chart – R Chart – C Chart – P Chart – Quality Circle – Characteristics – Advantages – TQM – Meaning & importance

(13 hrs)

UNIT V:

Work Study: Objectives – Major Components – Importance – Procedure – Benefits - Method Study: Objectives – Procedure Involved in Method Study - Work Measurement: Objectives – Techniques – Procedure for work measurement – Steps for Conducting Time Study.

(14 hrs)

BOOK RECOMMENDED:

1. P.Saravanel and S.Sumathi, Production and Materials Management, Margham publications, Chennai, 2006.

BOOKS FOR REFERENCE:

1. R.B Khanna, production and materials management , Prentice Hall Publications, 2005
2. S.N Chari, Productin and materials management, Tata McGraw-Hill, 2004.

ONLINE SOURCES:

1. www.gaither.swcollege.com
2. www.adexa.com
3. www.oup.com

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1 question from each unit

SEMESTER III
MARKETING MANAGEMENT

TEACHING HOURS: 75 Hrs
COURSE CODE: BS15/3C/MKM

CREDITS: 4
L-T-P: 3-2-0

OBJECTIVES:

1. To provide adequate knowledge on marketing functions.
2. To provide basic exposure to several sub areas of marketing like consumer behavior, market segmentation, product management, pricing, promotion and distribution.

COURSE OUTLINE:

UNIT I: Marketing – Importance – Functions – Marketing environment- Factors influencing Marketing Environment– Market Segmentation – Need and basis of market segmentation- Targeting and Positioning. (15hrs)

UNIT II: Consumer Behavior – Factors influencing consumer behavior - general consumers, industrial consumers - online consumers (15 hrs)

UNIT III: Marketing Mix – definition - Product – Product policy - Product mix – Branding, Packaging and labelling (functions, kinds and advantages) - Product life cycle – strategies of PLC – New product development. (15hrs)

UNIT IV: Price – Pricing objectives – Pricing policies –Methods of pricing – Distribution channel (levels, advantages and disadvantages) – Factors to be considered in selecting a channel – Channel conflicts (causes and overcoming conflicts). (15hrs)

UNIT V: Promotional Mix – Advertisement-Features – advantages – disadvantages-types – Sales promotion – Forms , Advantages and limitations, – Public Relations – features, tools, advantages, disadvantages – Publicity – features, advantages and disadvantages- Personal selling – Features ,advantages and disadvantages- Direct Marketing – channels of direct marketing ,advantages and disadvantages. (15 hrs)

BOOK RECOMMENDED :

1. Philip Kotler & Gary Armstrong, Principles of Marketing, Prentice Hall, New Delhi, 2011.

BOOKS FOR REFERENCE :

1. Rajan Nair & C.B.Gupta, Marketing Management Sultan Chand, New Delhi, 2005.
2. V S Ramaswamy & S Namakumari, Marketing Management, MacMillan Publications, 2006

ONLINE SOURCES:

www.Macmillanbooksupport.com/ramaswamy

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1question from each unit

SEMESTER III
ENTREPRENEURIAL DEVELOPMENT

TEACHING HOURS:75 Hrs
COURSE CODE: BS15/3C/EDT

CREDITS: 4
L-T-P: 3-2-0

OBJECTIVES:

- To provide an insight into the various functional aspects of starting and managing own business.
- To develop the entrepreneurial skills of the students
- To identify the role of various financial and promotional institutions in Entrepreneurial development

COURSE OUTLINE:

UNIT I:

Concepts of Entrepreneurship – Role of entrepreneurs in economic development-Entrepreneur Vs. Intrapreneur - Characteristics of a successful Entrepreneur – Functions of an entrepreneur- Types of entrepreneurs —Factors influencing entrepreneurial growth- Entrepreneurial challenges – E-entrepreneurship [15 hrs]

UNIT II:

Women entrepreneurship – Problems and prospects of women entrepreneurs
Entrepreneurial training- Entrepreneurial Development Programmes (EDP)- Need- Objectives- Phases- Entrepreneurial leadership- Characteristics- Components [12 hrs]

UNIT III:

Defining Business Idea – Idea generating techniques- Identification of business opportunities- Business plan- Perspectives in business plan preparation- Elements of business plan- Business plan failures. [15hrs]

UNIT IV:

Marketing feasibility- Stages in new product development- Product life cycle- Customer analysis-Sales analysis- Competition analysis.
Financial feasibility- Financial ratio analysis- Break even analysis- Profitability analysis- Social cost- benefit analysis-Assessment of fixed and working capital requirements- long term and short term sources of funds.
Technical feasibility- Technology analysis- Choice of technology- Raw material analysis [18hrs]

UNIT V:

Entrepreneurship Development schemes offered by various financial institutions - Commercial banks, IDBI, ICICI, SIDBI, SFCs - Role of Central Government and State Government in promoting Entrepreneurship - Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Micro Small and Medium Enterprises(MSME), National Entrepreneurship Development Board (NEDB), Entrepreneurship development institute of India (EDII), National Institute for Entrepreneurship and Small Business Development(NIESBUD)

[15 hrs]

Internal component

Presentation of report by students: Study visit by students to any enterprise of own choice. With the help of a questionnaire the students will record observation regarding – the background of entrepreneur, reasons for selecting the entrepreneurial career, starting the enterprise, the type of enterprise, the process of setting this enterprise, products/ services, production process, investment made and marketing practices followed, profit or loss, growth and development, problems faced, institutions/organizations which offered support for his/her career. Preparation of a brief report based on the observations made during study-visit to an enterprise

BOOK RECOMMENDED:

1. Srinivasan.N.P and C.B. Gupta, Entrepreneurship in India, Sultan chand &sons, New Delhi, 2000
2. Jayashree Suresh, Entrepreneurial Development, Margham Publications, Chennai, 2006.

BOOKS FOR REFERENCE:

1. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya publishing house, mumbai, 2002
2. S.S.Khanka, Entrepreneurial Development, S.Chand & Company ltd, New Delhi, 2005.

ONLINE SOURCES:

1. www.ediindia.org
2. www.nstedb.com
3. www.nen.org

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1question from each unit

SEMESTER III
BUSINESS MATHEMATICS

TEACHING HOURS: 90hrs
COURSE CODE: BS15/3A/BSM

CREDITS: 5
L-T-P: 4-2-0

OBJECTIVES:

1. To develop mathematical continuity for learning.
2. To apply mathematical concepts in finding solutions to business problems.
3. To familiarize students with the application of mathematical techniques in business decision process

COURSE OUTLINE:

UNIT I: Set & Set Operations- Union of Sets- Intersection of Sets- Difference of Sets- Complement of a set – Venn Diagram – Law of sets - Application of sets in Business. Arithmetic Progression – n^{th} term - sum to n terms – properties of an AP — Geometric Progression – n^{th} term – sum to n terms.

(18hrs)

UNIT II: Matrices – Fundamentals about matrices and their operational rules – Matrix multiplication – Inversion of Square matrices of not more than 3^{rd} order (Application of matrices in Business to be focused)

(18hrs)

UNIT III: Simple Interest and Compound Interest - Annuities – immediate annuity – annuity due – present value of immediate annuity – deferred annuity – present value of a perpetuity.

(18hrs)

UNIT IV: Applications of Derivatives in Business – Total cost function – Average cost - Marginal cost – Average Revenue - Marginal Revenue - Maxima and Minima

(18 hrs)

UNIT V: Profit and Loss –Discount on Bills - Banker's discount and True Discount

(18hrs)

BOOK RECOMMENDED:

1. P.R.Vittal, Business Mathematics, Margham publications, Chennai, 2004.

BOOKS FOR REFERENCE:

1. V.K.Kapoor, Introductory Mathematics for Business & Economics, Sultan chand, New Delhi, 2002.
2. S.R. Arora and Dinesh Khattar, Business Management with applications, S.Chand & Company Ltd, New Delhi, 2001.
3. S.P. Gupta and R.K. Gupta, Business Statistics and Business Mathematics , Sultan Chand & Sons, New Delhi, 2008.

ON LINE SOURCES:

1. www.domino.swin.edu.au/cd31.nsf
2. www.mathbusiness.com/bm8/index.htm
3. www.mathabout.com.

QUESTION PAPER TEMPLATE

SECTION	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	7 (No theory)	5	5x3=15	Minimum of 1 question from each unit
Section B	8 (No theory)	5	5x8=40	Minimum of 1 question from each unit
Section C	5 (No theory)	3	3x15=45	One question from each unit

SEMESTER IV
BUSINESS LAW

TEACHING HOURS: 75 Hrs
COURSE CODE: BS15/4C/BSL

CREDITS: 4
L-T-P: 3-2-0

OBJECTIVES:

1. To provide a basic knowledge of the Indian Legal system under which business has to be operated.
2. To provide an insight into the application of commercial laws to business transactions.
3. To provides knowledge of the regulatory framework of companies with reference to various provisions of Company Act.

COURSE OUTLINE:

UNIT IContract Act: Meaning & Nature of contract– Agreement– Essential elements of a valid contract– Offer and Acceptance– Consideration– Capacity to Contract– Free consent– Legality of Object. [15hrs]

UNIT II
Discharge of contract– Performance of contracts– Breach of contracts– Remedies of breach– Quasi contract– E-Contract. [15hrs]

UNIT III
Company Act 2013: Meaning– Nature & Characteristics of a Company– Types of companies– Meaning, Duties, Rights, Responsibilities & Liabilities of a promoter– Incorporation of companies– Memorandum of association & Articles of Association and their alteration– Doctrine of Ultravires– Doctrine of Indoor Management– Doctrine of Constructive Notice– Doctrine of alter ego– Prospectus: Meaning– Types (Abridged, Red-Herring, Shelf Prospectus) – Contents. [15hrs]

UNIT IV
Financial Structure: Equity share capital– Preference share capital– Allotment of shares– Minimum subscription– Share certificate– Share warrants– Membership in a company: Modes of acquiring membership– Rights of members– Register of members– Dematerialization & Re-materialization of securities– Transfer & Transmission of shares– Borrowing powers and Debentures. [15hrs]

UNIT V
Directors– Types– DIN– Appointment of directors– Qualification– Disqualifications– Meetings– Types of meetings– An overview of E-Governance and XBRL. [15hrs]

BOOK RECOMMENDED:

1. Kapoor N. D., Business law, Sultan Chand and sons, New Delhi,2006.

BOOKS FOR REFERENCE:

1. Shukla M.C., Mercantile Law, S.Chand & co Ltd, New Delhi,2000.
2. G.K.Kapoor, Business & corporate laws, Sultan Chand & sons, New Delhi, 2006.

ONLINE SOURCES:

1. www.legalserviceindia.com/cyber/cyber.htm
2. www.laws4india.com/infotech.asp
3. <http://www.mca.gov.in/MinistryV2/companiesact.html>

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1 question from each unit

SEMESTER IV
HUMAN RESOURCE MANAGEMENT

TEACHING HOURS: 75Hrs
COURSE CODE: BS15/4C/HRM

CREDITS: 4
L-T-P: 3-2-0

OBJECTIVES:

To enable students to

1. Understand the concepts of HRM and its system.
2. Identify HRM issues, challenges and its role in decision-making.

COURSE OUTLINE:

UNIT I: Human Resource Management- Objectives – Importance – Scope - Functions of HRM – Environment of HRM - Strategic HRM – Meaning- Objectives- Personnel Management Vs Human Resources Management - Difference between Traditional HRM and Strategic HRM. [10 hrs]

UNIT II: Human Resources planning- Meaning and Importance - Job Analysis, Job Description and Job Specification - Recruitment: Meaning and Sources of recruitment. Selection - Meaning and Methods of selection– Interview - Kinds of interview – Steps in interview Procedure – Tests - Kinds and Importance of Tests- Induction – Placement. [18 hrs]

UNIT III: Performance Appraisal – Meaning and Importance – Methods of Performance Appraisal.Training – Importance- Benefits - Methods of Training - Executive Development - Meaning and Methods - Career Planning - Meaning and Objectives [17 hrs]

UNIT IV: Job Evaluation – Advantages - Limitations - Methods of Job evaluation. Wage and salary administration – Objectives - Essentials of a sound wage and salary structure – Components of compensation – Executive compensation – Profit sharing – Labour co-partnership – Employee Stock Option Plans (ESOP) [16 hrs]

UNIT V: Transfer - Promotion: Meaning and Importance – Seniority Vs Merit –Demotion – Absenteeism – Causes – effects – Control – labour turnover – Causes – Effects - Control [14 hrs]

BOOK RECOMMENDED:

1. C.B Gupta, Human resource Management, Sultan Chand and Sons, 2010.

BOOKS FOR REFERENCE:

1. Subba Rao. Personal and Human Resource Management, Himalaya Publishers, Mumbai, 2006.
2. Ashwathappa. K, Human Resource and Personnel Management, TataMcGraw Hill, 2005.

ONLINE SOURCES:

1. www.shrm.org
2. www.ahrd.org
3. www.businessranks.com

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1question from each unit
Section C	4	2	2x20=40	Not more than 1question from each unit

SEMESTER IV
MATERIALS AND LOGISTICS MANAGEMENT

TEACHING HOURS: 75Hrs
COURSE CODE: BS15/4C/MLM

CREDITS: 4
L-T-P: 3-2-0

OBJECTIVES:

1. To provide an insight into the functions of Materials, Logistics and Supply Chain Management
2. To develop decision-making skills in the area of inventory management

COURSE OUTLINE:

UNIT I:

Materials management- objectives – importance – functions – Integrated approach to materials management – Logistics – objectives – components – significance – Supply chain management – objectives – components – significance. (15hrs)

UNIT II:

Material handling –Objectives – Importance – Principles- Material handling equipments – safety issues in material handling – Packaging –objectives – principles – functions – types – role of packaging. (15hrs)

UNIT III:

Inventory Control: EOQ – Meaning, assumptions, limitations – EBQ – Determination Of Stock Levels – Replenishment System (P System, Q System) – ABC – VED – FSN Analysis –Just In Time – Meaning and Benefits – MRP – Meaning, objectives, steps in MRP – Value Analysis – Meaning and importance. (15hrs)

UNIT IV:

Ware housing –importance- types- functions- Transportation – role of transportation in logistics – importance – functions – principles- types – problems in transportation – factors influencing transportation cost and pricing (15hrs)

UNIT V:

Physical distribution- participants in physical distribution process – Channels for consumer goods, industrial goods and services- Integrated marketing channels – Horizontal, vertical, multi channel marketing systems. (15hrs)

BOOKS RECOMMENDED:

1. P.Saravaneland S.Sumathi, Production and Materials Management, Margham Publications, 2006.
2. Logistics & Supply Chain Management, Martin Christopher.

BOOKS FOR REFERENCE:

1. R.B Khanna, production and materials management , Prentice Hall Publications, 2005
2. S.N Chari, Productin and materials management, Tata McGraw-Hill, 2004.
3. Raghuram . G & Rangaraj. N., Logistics and Supply chain Management-Cases and concepts, Macmillan

ONLINE SOURCES:

ocw.mit.edu

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1 question from each unit

SEMESTER IV
BUSINESS TAXATION

TEACHING HOURS: 75 Hrs
COURSE CODE: BS16/4C/BST

CREDITS: 4
L-T-P: 3-2-0

OBJECTIVES:

1. To acquire knowledge on Tax Laws applicable in India.
2. To provide basic understanding of indirect taxes.
3. To give an insight to VAT

COURSE OUTLINE:

UNIT I: Tax - definition-Elements of tax – Objectives - Canons of taxation-Tax system in India- Classification of taxes- Direct and Indirect taxes- Merits and demerits- Direct and Indirect taxes at Central, State and Local levels. (15hrs)

UNIT II: Excise Duty – meaning - Distinction between Excise and Customs duty - Excise and Sales tax- Types of excise duty - Methods of levying excise duty - Basic conditions for levy of excise duty -Taxable event - persons liable to pay excise duty – definitions - Goods & Excisable Goods- SEZ – Manufacture- Basis for levy of excise duty- Specific, Ad valorem, Tariff, MRP and Transaction value. (15hrs)

UNIT III: Customs duty-Meaning-Objectives-Important definitions-Baggage- Customs area- Exports- Export goods- Goods- Import-Imported goods- Indian customs waters- Prohibited goods- Types of customs duties-Classification of goods- HSN meaning- features – Date for determination of rate of duty. (15hrs)

UNIT IV: VAT- Meaning - Justification of VAT- Objectives - Distinction between VAT and Sales tax- Advantages- Limitations- Basis of levying VAT- Origin principle and Destination principle (15hrs)

UNIT V: Service Tax- Meaning - Person liable to pay service tax- Exceptions- Characteristics – Elements- Taxable service- Value of taxable service. Entry tax- Meaning- Objectives- Important definitions – Importer - Local area - Scheduled Goods - State. (15hrs)

BOOK RECOMMENDED :

T.S. Reddy & Y. Hari Prasad Reddy, Business Taxation, Margham Publications, 2010.

BOOKS FOR REFERENCE:

1. Dinkar pagare & V.Balachandran, Business Taxation, Sultan chand &sons, New Delhi, 2007.
2. Senthil & Senthil, Business taxation, Himalaya publishing house, mumbai 2005.

ONLINE SOURCES:

www.taxmann.com/bookstore

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1question from each unit
Section C	4	2	2x20=40	Not more than 1question from each unit

SEMESTER IV
BUSINESS STATISTICS

TEACHING HOURS: 90Hrs
COURSE CODE: BS15/4A/BSS

CREDITS: 5
L-T-P: 4-2-0

OBJECTIVES:

To enable students to

- Understand the concepts of statistics in the context of business.
- Apply the statistical tools in decision-making.

COURSE OUTLINE:

UNIT-I:

Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Co-efficient of variation. (18hrs)

UNIT-II:

Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression and Standard error of estimate. (18hrs)

UNIT-III:

Analysis of Time Series: Meaning and significance. Utility, Components of time series Measurement of trend: Method of least squares & Moving averages. Measurement of Seasonal Variations – Ratio to trend, Ratio to moving averages. (18hrs)

UNIT-IV:

Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, chain index numbers, Value Index Number – Consumer price Index number – aggregate expenditure method and family budget method. (18hrs)

UNIT-V:

Introduction to testing of Hypothesis: Concept, Level of Significance, Process of testing, Type I and Type II error, Test of hypothesis concerning Mean - Z test & t test concerning mean. Chi-square test for independence of attributes – One way and two way ANOVA. (18hrs)

BOOK RECOMMENDED:

S.P.Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi, 2007.

BOOKS FOR REFERENCE:

1. P.R.Vittal, Business Mathematics and Statistics, Margham publications, Chennai, 2004.
2. J.K.Sharma, Business Statistics, Pearson education, New Delhi, 2007.

ONLINE SOURCES:

1. <http://www.statistic.com>
2. <http://www.2.gsu.edu/dscbms/ibs/qcontent.html>

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	8 (Problems-6 Theory-2)	5	5x8=40	Minimum of 1 question from each unit
Section B	5 (Problems-5)	3	3x20=60	Minimum of 1 question from each unit

SEMESTER- V
RESOURCE MANAGEMENT TECHNIQUES

TEACHING HOURS: 90 Hrs
COURSE CODE: BS15/5C/RMT

CREDITS: 4
L-T-P :3-3-0

OBJECTIVES:

- To provide adequate knowledge on the application of resource management techniques in business.
- To impart knowledge on the construction of mathematical models for managerial decisions.
- To provide basic understanding of optimal utilization of limited resources by applying the techniques.

COURSE OUTLINE:

UNIT-I: Introduction to Operation Research - Scope - LPP - Graphical Method - Simplex Method of Solving Linear Programming Problems.
[18 hrs]

UNIT-II: Transportation Model - Basic Feasible Solution - Degeneracy - Optimal Solution – Assignment Model and Assignment Algorithm - Special Cases in Assignment Problem - Formulation and Solutions
[18 hrs]

UNIT-III: Project Management - Network Analysis - CPM and PERT - Network Construction - Critical Path and Duration - PERT - Time Estimates for PERT – Distinction Between PERT and CPM.
[18 hrs]

UNIT-IV: Waiting Line Theory - Applications of Single Channel System - Single Channel – Queuing Model - Simple Problems.
[18 hrs]

UNIT-V: Game Theory - Meaning - Rules of Game - Saddle Point - Dominance Property Different Methods of Solving Game Theory Problems (No LPP Method).
Decision Theory - Conditions of Decision Making - Criteria for Decision Making — maximax- minimax – maximin regret criteria- EVPI - Decision Trees
[18 hrs]

BOOK RECOMMENDED:

1. P.R.Vittal, Introduction to Operation Research, Margham Publications, Chennai, 2003.

BOOKS FOR REFERENCE:

1. V.K.Kapoor, Operations Research, Sultan Chand & sons, 2002.
2. M.Sathya Narayana & Lalitha Raman, Operations Research, Himalaya publishing house, Mumbai, 2001.

ONLINE SOURCES:

1. [www.providence.edu/mcs/rbg/mba\(ppt\)](http://www.providence.edu/mcs/rbg/mba(ppt))
2. www.home.ubalt.edu/ntsbarsh/opre640online/html

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	8 Problems-6 Theory-2	5	5x8=40	Minimum of 1 question from each unit
Section B	5 Problems-5 No theory	3	3x20=60	Minimum of 1 question from each unit

SEMESTER- V
ECONOMIC LAWS

TEACHING HOURS: 90 Hrs
COURSE CODE: BS15/5C/ECL

CREDITS: 4
L-T-P: 3-3-0

OBJECTIVES:

- To provide knowledge on competition policies, Foreign exchange Act and consumer rights.
- To impart knowledge on the Intellectual property rights.

COURSE OUTLINE:

UNIT I: Consumer Protection Act: Definitions – Consumer protection councils – consumer disputes redressal agencies. Brief outline of Right to Information Act. [18 hrs]

UNIT II: Competition Act 2005 –Provisions relating to Anti competitive agreements – abuse of dominant position & Mergers. Foreign Exchange Management Act,1999- applicability- definitions-authorized person, foreign exchange, foreign currency- Provisions relating to authorized person, current account and capital account transactions only. [18 hrs]

UNIT III: Introduction to Intellectual Property Rights – Meaning and kinds. Copyrights Act 1957 – Definitions –features - ownership of copyright and the rights of the owner – terms of copyright – assignment and licensing- registration of copyrights. [18 hrs]

UNIT IV: Patents Act 1970 – Definitions - features - patentable inventions -Applications for patents – Examination of patents – Opposition for grant of patent – Anticipation – Provision of secrecy of certain events – Grant and sealing of patents - Rights of patentee – Registration of patents . [18hrs]

UNIT V: Trade Marks Act – Definitions – features - Register and conditions for registration – Procedure and duration for registration – Effect of Registration – Assignment and transmission – Use of trademarks and registration – Collective marks – Certification trademarks. [18hrs]

BOOKS RECOMMENDED:

1. Bare Acts.
2. P. Saravanavel and S. Sumathi, Business Regulatory framework, Himalaya Publishing house, 2006.

BOOK FOR REFERENCE:

1. Saravanavel & Sumathi, Legal aspects of Business, Himalaya Publishing house, Mumbai, 2004.

ONLINE SOURCES:

www.icsi.edu/Webmodules/

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
Section B	8	5	5x8=40	Minimum of 1 question from each unit
Section C	4	2	2x20=40	Not more than 1 question from each unit

SEMESTER-V
FINANCIAL MANAGEMENT

TEACHING HOURS: 90 Hrs
COURSE CODE: BS15/5C/FMG

CREDITS: 4
L-T-P: 3-3-0

OBJECTIVES:

- To provide knowledge on the tools and conventions of financial management.
- To develop and increase the decision-making ability in the area of finance.
- To provide adequate knowledge on the functions of a financial manager.

COURSE OUTLINE:

UNIT I: Meaning and Scope of Financial Management – Functions of finance – Objectives of Financial Management. Capital Structure – Meaning and importance – Components – EBIT-EPS Analysis – Determinants of Capital Structure – Long term sources of finance (12 hrs)

UNIT II: Cost of Capital – Meaning and Importance – Cost of Debt – Cost of Preference share capital – Cost of Equity – Cost of Retained Earnings – weighted Average cost of capital. (16 hrs)

UNIT III: Nature of Capital Budgeting – Importance – Difficulties – Kinds of Capital Budgeting Decisions – Evaluation Techniques - Accounting Rate of Return, Payback Period, Net Present Value, Internal Rate of Return, Terminal Value Method. (Simple Problems – Risk analysis excluded) – Capital Rationing. (15 hrs)

UNIT IV: Dividend – Meaning and importance of dividend decisions – Stability of Dividends – Determinants of Dividend policy. (16 hrs)

UNIT V: Working capital – Definition – Trade-off between Profitability and Risk – Need for working capital – Kinds – Determinants – Short term Sources of finance. (16 hrs)

(Problems to be given only from UNIT II & III)

BOOK RECOMMENDED:

1. I.M. Pandey, Financial Management, Vikas Publishers, 2007.

BOOKS FOR REFERENCE:

1. Khan & Jain, Basic Financial Management, Tata McGraw Hill, New Delhi, 2005.
2. Vyuptakesh Sharan, Fundamentals of Financial Management, Pearson Education, New Delhi, 2005.

ONLINE SOURCES:

1. [www.global-investment-institute.com/financial management.htm](http://www.global-investment-institute.com/financial%20management.htm)
2. www.sas.com/solutions/financial

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10 (Theory 9 Problem 1)	10	10x2=20	Minimum of 2 questions from each unit
Section B	8 (Theory 7 Problem 1)	5	5x8=40	Minimum of 1 question from each unit
Section C	4 (Theory 3 Problem 1)	2	2x20=40	Not more than 1 question from each unit

SEMESTER-V
MANAGEMENT INFORMATION SYSTEM

TEACHING HOURS: 90 Hrs
COURSE CODE: BS15/5C/MIS

CREDITS: 4
L-T-P: 3-1-2

OBJECTIVES:

- To introduce various computer based information systems, which support organizational operations.
- To provide basic knowledge on computer hardware, software, data representation, transaction processing and data base management systems.
- To impart knowledge on System development life cycle and decision support systems.

COURSE OUTLINE:

UNIT I: Foundations of Information systems: Concept of Data and information-Concept of System- Characteristics of a system – Information system: Meaning, Types & Components – Major roles of business applications of information systems – Perspectives of information systems- Business information value chain- Dimensions of information systems [18hrs]

UNIT II: Kinds of systems in Organizations: Information systems at different organizational levels - Categorization on decision- Major types of systems in Organizations: Transaction processing system, Management information system, Decision support system, Executive support system – Group Decision support system- Expert system - Office automation. - Virtual machine: Concept and benefits of Virtual machine [18hrs]

UNIT III: Enterprise systems (ERP): Introduction to Enterprise resource planning- Characteristics of ERP- Benefits of ERP- ERP implementation- Business process re-engineering System Development Life cycle: Meaning, Various stages involved in SDLC. [18hrs]

UNIT IV: Database management systems: Meaning, Objectives, Elements, Database design, Database administrator, Database access. MIS in operation: MIS for finance, MIS for Marketing, MIS for Production and MIS for Human resource management [18hrs]

UNIT V:Tally - Introduction to accounting package– Company Operations –Accounting Information –Accounting vouchers –Financial reports. [18hrs]

BOOKS RECOMMENDED:

1. O'Brien. J.A, Management Information System, Managing Information Technology in the networked enterprise, Golgotha, 2002.
2. S.Palanivel, Tally, Margham publications, Chennai, 2007.

BOOKS FOR REFERENCE:

1. Utpal.K.Banerjee, Practical MIS, Macmillan India ltd, 2004.
2. Laudon.K.P, Laudon.J and Laudon.K.C, Essentials of MIS, Pearson education, 2002.

ONLINE SOURCES:

1. <http://www.aazea.com/book/management-information-systems-12th-edition/>
2. <http://uotechnology.edu.iq/dep-cs/mypdf/subjects/4is/4mis.pdf>

QUESTION PAPER TEMPLATE

Section	Total no of questions	No of questions to be answered	Marks	Remarks
Section A	10	10	10x2=20	Minimum of 2 questions from each unit
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Section C	4	2	2x20=40	Not more than 1 question from each unit

SEMESTER-V
RESEARCH METHODOLOGY

TEACHING HOURS: 90 Hrs
COURSE CODE: BS15/5C/FMG

CREDITS: 4
L-T-P: 3-3-0

OBJECTIVES:

To enable students to

- Have knowledge about types of research and research tools
- Be familiar with the concept of testing hypothesis and enable them to pursue research

COURSE OUTLINE:

UNIT I: Research – Meaning – objectives –Importance of research– Features of good research –
–Types of Research - Problems encountered by researchers in India. Nature and
Scope of Business Research – Role of Business Research in decision making.
Applications of Business Research [18hrs]

UNIT II: Research process – Steps involved .Research Design: meaning, need,
Features of a good design, important concepts relating to research design- different
research designs - Exploratory, Descriptive, Experimental Research Designs [18hrs]

UNIT III:Sources of Data - primary Data - Observation, Questionnaire, Schedule, Interview.
Secondary data - Documentary Sources. Sampling - Design of Sample – How to select
Sample – Types of Sampling . [18hrs]

UNIT IV: Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal,
Interval & Ratio. Test of sound measurement - Scaling techniques- paired
comparison, rank order, constant sum, semantic differential, itemized ratings, Likert
Scale. [18 hrs]

UNIT V: Preparation of Research Reports: Purpose, Types, Contents, Layout. An overview of
statistical packages for Research in social sciences. [18 hrs]

BOOK RECOMMENDED:

C.R.Kothari, Research Methodology, New age Publishers, New Delhi, 2010.

BOOKS FOR REFERENCE:

1. Donald R.Cooper and Ramcis S.Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi, 2000.
2. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.
3. Donald H.Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore 2002.

ONLINE SOURCES:

www.ddegjust.ac.in

QUESTION PAPER TEMPLATE

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SEMESTER VI
INDUSTRIAL RELATIONS AND LABOUR LAWS

TEACHING HOURS: 90 Hrs
COURSE CODE: BS15/6C/IRL

CREDITS:4
L-T-P: 3-3-0

OBJECTIVES:

- To provide the basic concepts of industrial relations, trade unionism and collective bargaining.
- To provide an insight into the grievances and discipline functions in industrial relations.
- To provide knowledge on important labour laws.

COURSE OUTLINE:

UNIT I: Industrial relations, Nature and condition - Evolution of industrial relations – Approaches – Causes of Poor Industrial Relations- Effects of Poor Industrial Relations – Suggestions to Improve IR. Trade Unions Act, 1926 -Definition of Trade union - Need for Trade Unions – Registration of trade union – Objectives- Functions of Trade Unions. [10 hrs]

UNIT II: Collective Bargaining – Objectives – stages and prerequisites for collective bargaining process. Grievance- nature of grievances – causes – grievance redressal procedure. Discipline –causes of indiscipline – types of discipline- essentials of a good discipline system - kinds of punishment. [24 hrs]

UNIT III: Industrial disputes Act 1947- Industrial conflicts – nature of conflicts – Provisions relating to strike and lockout--Procedure for settlement of industrial dispute- Conciliation-Arbitration- Provisions relating to – layoff , retrenchment , transfer and closure , discharge and dismissal. Workers Participation – forms of participation – prerequisites for successful participation – limitation of participation – Workers Participation in Management Bill 1990 – current trend in participation in Indian industries –Quality circles. [14hrs]

UNIT IV: Factories Act, 1948 –Provisions relating to Health, welfare-safety-working hours- holidays-Employment of women and children. Workmen Compensation Act, 1923 – important definitions-objective-advantages-Disablement under the act- accidents arising out of & in the course of employment-occupational disease - quantum of compensation. [22 hrs]

UNIT V: Employees’ State Insurance Act 1948-applicability-objectives & an overview of benefits. Employees provident fund act 1952- applicability- objectives & benefits – contributions of employer and employees. [20 hrs]

BOOK RECOMMENDED

1. Mamoria. C.B., Dynamics of Industrial Relations in India, Himalayan Publishing House, Bombay, 1996.

BOOKS FOR REFERENCE:

2. Tripathi.P.C. Personnel management and industrial relations, Sultan chand &sons, New Delhi, 2009.
3. Kapoor.N.D., Handbook of Industrial law, Sultan chand &sons, New Delhi, 1998.
4. C.B Gupta, Human Resource Management, Sultan Chand and Sons, 2010.

ONLINE SOURCES:

1. www.enwikipedia.org

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SEMESTER VI
INTERNATIONAL BUSINESS

TEACHING HOURS: 90 hrs
COURSE CODE: BS15/6C/IBS

CREDITS: 4
L-T-P: 3-3-0

OBJECTIVES:

- To understand the concepts of International Business.
- To gain insight into the functional areas of International Business.

COURSE OUTLINE:

UNIT I: Globalization – Globalization of markets and Production - Benefits and drawbacks of globalization — International business – international business vs. Domestic business – Advantage of IB – Problems of IB — Multi National enterprises – benefits and evils International Business environment – Cultural, Political and Legal [18 hrs]

UNIT II: Modes of entry in IB - Export, Counter trade, Licensing, franchising, management contract, mergers and acquisitions, turkey project, joint ventures (advantages and limitations) - Foreign Direct investment– FDI Vs Foreign portfolio investments –Types of FDI – Impact of FDI on host country – Benefits and costs of FDI to home countries. [18 hrs]

UNIT III: Global institutions – WTO – IMF – World Bank group –NAFTA – EU (Functions, organization, objectives) . Foreign exchange rates - Concepts - Determination of foreign exchange rates – Balance of payments (BOP) – Current account –Capital account – Official reserves account. [17 hrs]

UNIT IV: Functional areas of International business - Financing for global business– Equity financing – Debt financing– Reasons for differences in accounting systems in different countries – significance of IAS-Determining Marketing potentials of a foreign country –international marketing Vs domestic marketing – marketing mix- Product, Price, Place, Promotion (strategies)- [20 hrs]

Unit V: HRM – Factors affecting international HRM – International HRM Vs Domestic HRM – Staffing polices - Recruitment – Cross cultural training. [17 hrs]

BOOKS RECOMMENDED :

1. International Business by Vyuptakesh Sharan .
2. International Business by S.Sankaran.

BOOKS FOR REFERENCE:

- 1) Shajahan, International business, Macmillan India ltd, New Delhi, 2006.
- 2) Charles.W.L.Hill, Arun kumar Jain, International business, Tata MC Graw Hill, NewDelhi, 2006.
- 3) Sankaran.S, International trade, Margham publications, Chennai, 2005.
- 4) Ode Shenkar, Yadong Luo, International Business, John Wiley & Sons, Inc. USA.200

ONLINE SOURCES:

www.icsi.in

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SEMESTER- VI
BUSINESS ETHICS AND CORPORATE GOVERNANCE

TEACHING HOURS: 90hrs
COURSE CODE: BS15/6C/BCG

CREDITS: 4
L-T-P: 3-3-0

OBJECTIVES:

- To understand the role and importance of Ethics and Values in business.
- To understand the various dimensions of Ethical issues.
- To provide a basic knowledge on ethical consciousness and combating ethical violations.
- To provide an insight into the provisions relating to Corporate Governance

COURSE OUTLINE:

UNIT I: Business Ethics – Meaning – Concept of Business Ethics –Theories of Ethics – Advantages of Business Ethics– Impact of Ethics on Business policies and strategies – Role of CEO- Types of Ethical issues- Bribery –Theft-Coercion. [20 hrs]

UNIT II: Internal ethics - Hiring, Promotions, Wages and Exploitation of Employees – Discipline and Whistle Blowing - External Ethics of Business – Markets – Consumers and Fair Prices -Ethics in Advertisement and False claims [20 hrs]

UNIT III: Corporate social responsibility: Meaning- Importance- Social responsibility of business towards various groups- Implementing CSR – An overview of CSR under clause 135 of the Companies Act 2013. [15hrs]

UNIT IV: Introduction to Corporate Governance: Meaning& Need for Corporate Governance- Corporate Governance Theories – Elements of Corporate Governance [15 hrs]

UNIT V: Legal structure of Corporate Governance in India: Board structure – Powers of the Board- Board committee- Disclosure and transparency: An overview of Corporate Governance norms covered in the Listing agreement, SEBI regulations and Companies Act 2013.[20hrs]

BOOKS RECOMMENDED:

1. S.Sankaran, Business Ethics & Values, Margham Publishers, 2006.
2. U.C.Mathur, Corporate Governance and Business Ethics, Macmillan, New Delhi, 2005.

BOOKS FOR REFERENCE:

1. Manuel.G.Velasquez, Business Ethics Concepts and cases, Prentice hall, New Delhi, 2003.
2. Robert. A Peterson & O.C.Ferrell, Business Ethics, Prentice hall, New Delhi, 2006.

ONLINE RESOURCES:

<http://2012books.lardbucket.org>
<http://www.conventuslaw.com>

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SEMESTER VI
FINANCIAL SERVICES

TEACHING HOURS: 90 hrs
COURSE CODE: BS15/6C/FSS

CREDITS: 4
L-T-P: 3-3-0

OBJECTIVES:

- To provide a basic understanding of the Indian financial system
- To impart basic knowledge on the functioning of various financial services

COURSE OUTLINE:

UNIT I: Financial Services – Importance – Types of Financial Services - Capital market- Importance- Primary Market –Functions –Secondary Market – Growth of Stock Exchanges in India- NSE- OTCEI – SEBI – Objectives - Functions – Measures taken by Government to promote capital market- Recent trends in Indian capital market.
[18 hrs]

UNIT II: Underwriting –Types of underwriters–Advantages- Merchant Banking –Classification –Conditions of SEBI for merchant bankers- Functions of a Merchant Banker – Drawbacks - Venture Capital –Features – importance –Stages – Reasons for slow growth of Venture Capital in India
[18 hrs]

UNIT III: Factoring – Functions of a factor- Types of factoring– Merits –Demerits –Comparison between Factoring and Bill Discounting – Forfaiting- Merits- Comparison between factoring and forfaiting- Leasing – Contents of a lease agreement- Types of lease – Advantages –Drawbacks –Difference between Financial Lease and Operational Lease.
[18 hrs]

UNIT IV: Mutual Funds– Types– Importance – Risks involved in mutual funds – Facilities available to the investors – Investors rights – Regulations of SEBI on Mutual Funds. Insurance- Life and non life- Credit rating - Merits- Basis of credit rating- Types of credit rating.
[18 hrs]

UNIT V: Hire purchase –Features – Contents of HP Agreement –Difference between HP and Leasing –Difference between HP and Installment sale- Consumer Finance – Significance of consumer finance –Types of Consumer Loans- Credit cards- Merits- Credit card institutions- Types of Cards- Comparison between credit card and debit card- Use of smart cards.
[18 hrs]

BOOK RECOMMENDED

1. B.Santhanam, Financial Services, Margham Publications, Chennai, 2005.

BOOKS FOR REFERENCE:

1. M.Y. Khan, Financial Services, Tata McGraw Hill, New Delhi, 2004.

2. Gordon & Natrajan, Financial Services, Himalaya publishing house, Mumbai, 2006.

ONLINE SOURCES:

1. [www.global-investment-institute.com/financial management.htm](http://www.global-investment-institute.com/financial%20management.htm)

2. www.sas.com/solutions/financial

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SEMESTER VI
PROJECT

TEACHING HOURS: 90hrs
COURSE CODE: BS15/6C/PRO

CREDITS: 5
L-T-P: 1-2-3

Each student will be assigned a project in the beginning of the Final year.

The project work shall be submitted to the college 30 days before the end of the Final semester. The project shall be evaluated externally. The External examiners shall be from the panel of examiners suggested by the Board of Studies from time to time. Project Report will carry 75 marks and Viva-Voce Examination 25 marks.

Those who fail in the Project work will have to redo the Project work and submit it to the college for external examination.

DISSERTATION & VIVA-VOCE

Valuation Pattern:

MARKS

Choice of subject & Review of Literature	75
Organization & Interpretation	
Project Presentation	
Final Report	
Viva-voce	25
Total	100

SEMESTER- I
SMALL BUSINESS MANAGEMENT

Teaching Hours : 30 Hrs
Course code : BS15/1N/SBM

Credits: 2
L-T-P : 2-0-0

OBJECTIVES:

- To provide an insight into the various functional aspects of starting and managing own business.
- To impart entrepreneurial skills.

COURSE OUTLINE:

UNIT I

Small Scale Industries – introduction – types – objectives – Role of small business enterprises – growth -problems - establishing a small scale enterprise – the start-up process- project formulation – assessment of project feasibility – preparation of project report – guidelines by planning commission. [10 Hrs]

UNIT II

Organization structure for small scale industries – ownership pattern –Small business finance: Characteristics of small business finance – Venture capital- Financial assistance by commercial banks- Export finance. [12 Hrs]

UNIT III

MSME – Meaning – Schemes to help and assist entrepreneurs - MSME – Virtual clusters- SHG's – Meaning – Features – Formation of SHG. [8 Hrs]

BOOK RECOMMENDED:

1. C.B.Gupta & S.S.Khabka, Small Business Management, 2006, Sultan Chand & Sons, New Delhi.

BOOKS FOR REFERENCE:

1. Vasant Desai, Small-Scale industries and entrepreneurship, 2001, Himalaya publishing house, Mumbai.
2. Vasant Desai, Entrepreneurial development and management, 2002, Himalaya publishing house, Mumbai.
3. S.S.Khanka, Entrepreneurial development, 1999, S.Chand & co, New Delhi.

ONLINE SOURCES:

1. www.networkintelligence.com
2. www.ediindia.org.

SEMESTER II
CORPORATE SOFT SKILLS

Teaching Hours : 30 Hrs
Course code : BS15/2N/CSS

Credits: 2
L-T-P : 2-0 -0

OBJECTIVES:

- To develop the personality of the students from a corporate perspective.
- To guide students in managing time and stress and thereby enhance their potential.

COURSE OUTLINE:

UNIT I

Business and Social etiquettes - Workplace etiquettes - Travel etiquettes - Card etiquettes - Formal dressing - Dining etiquettes - Etiquettes of gift giving - Being a good guest - Being a good office host- Cross cultural etiquettes – Focus on US and UK [12 hrs]

UNIT II

Stress management-Techniques of identifying and managing stress-Time management- Time management Strategies-Time management Tips. [11 hrs]

UNIT II

Negotiation and communication skills - Tips for successful negotiation – Types of negotiators – Dealing with difficult people. [7 hrs]

BOOK RECOMMENDED

Sarvesh Gulati, Corporate Soft skills, Rupa.Co., 2006 Edition, New Delhi

BOOKS FOR REFERENCE

1. Dr.K.Alex, Soft Skills Know yourself & Know the world, S.Chand, 2010, New Delhi.
2. S.Hariharan,N.Sundarajan& S.P.Shanmugapriya, Soft Skills, MJP Publishers, 2010, Chennai.
3. S.Sujana, A. Swetha& A.Santhosi Roopa, Interpersonal Skills and Team Building, Studentshelpline publishing House, 2010, Hyderabad.

ONLINE SOURCES

1. Skillsoft.com
2. Softskillsindia.com
3. wiziq.education online

