

**115. B.B.A.**

Programme Structure and Scheme of Examination (under CBCS)  
(Applicable to the candidates admitted in Affiliated Colleges  
in the academic year 2022 -2023 ONLY)

COURSE CODE	PART	STUDY COMPONENTS & COURSE TITLE	HOURS/WEEK	CREDIT	MAXIMUM MARKS		
					CIA	ESE	TOTAL
<b>SEMESTER - I</b>							
22UTAML11	I	Language Course - I: Tamil-I	5	3	25	75	100
22UENGL12	II	English Course - I: Communicative English I	5	3	25	75	100
22UBBAC13	III	Core Course - I: Principles of Management	4	4	25	75	100
22UBBAC14		Core Course - II: Financial Accounting	4	4	25	75	100
		Core Practical - I: Tally	4	-	-	-	-
22UBBAA15		Allied Course - I	4	3	25	75	100
22UBBAS16		Skill Based Course - I: Salesmanship	2	2	25	75	100
22UENV18		IV	Environmental Studies	2	2	25	75
<b>Total</b>			<b>30</b>	<b>21</b>			<b>700</b>
<b>SEMESTER - II</b>							
22UTAML21	I	Language Course - II: Tamil-II	5	3	25	75	100
22UENGL22	II	English Course - II: Communicative English II	5	3	25	75	100
22UBBAC23	III	Core Course - III: Business Environment	5	4	25	75	100
22UBBAP24		Core Practical - I: Tally	4	3	40	60	100
22UBBAA25		Allied Course - II	4	2	25	75	100
22UBBAS26		Skill Based Course - II: Presentation Skills	2	2	25	75	100
22UVALE27		IV	Value Education	2	1	25	75
22USOFS28	Soft Skill		1	1	25	75	100
22UNMSD01	IV	Language Proficiency for Employability: EFFECTIVE ENGLISH	2	2	25	75	100
<b>Total</b>			<b>30</b>	<b>21</b>			<b>900</b>
<b>SEMESTER - III</b>							
22UTAML31	I	Language Course -III : Tamil-III	5	3	25	75	100
22UENGL32	II	English Course -III : English Through Literature-I	5	3	25	75	100
22UBBAC33	III	Core Course - IV : Business Mathematics & Statistics - II	4	4	25	75	100
22UBBAC34		Core Course V - Organisational Behavior	4	4	25	75	100
		Core Practical - II : MS Office-1	3	-	-	-	-
22UBBAA35		Allied Course - III :	3	3	25	75	100
22UBBAE36		Internal Elective - I :	4	4	25	75	100
22UBBAN37		IV	Non-Major Elective - I: Management Concepts	2	2	25	75
<b>Total</b>			<b>30</b>	<b>23</b>			<b>700</b>

<b>SEMESTER – IV</b>							
22UTAML41	I	Language Course -IV : Tamil-IV	5	3	25	75	100
22UENGL42	II	English Course -IV: English Through Literature-II	5	3	25	75	100
22UBBAC43	III	Core Course VI - Production Management	3	3	25	75	100
22UBBAC44		Core Course VII - Human Resource Management	4	4	25	75	100
22UBBAP45		Core Practical – II: MS Office-1	2	3	40	60	100
22UBBAA46		Allied Course - IV :	3	3	25	75	100
22UBBAE47		Internal Elective - II :	4	4	25	75	100
22UBBAN48	IV	Non-Major Elective – II: Personality Enhancement	2	2	25	75	100
22UNMSD02	IV	MS Office Essentials	2	2	25	75	100
		<b>Total</b>	<b>30</b>	<b>27</b>			<b>900</b>
<b>SEMESTER – V</b>							
22UBBAC51	III	Core Course - VIII: Financial Management	5	5	25	75	100
22UBBAC52		Core Course - IX : Marketing Management	6	5	25	75	100
22UBBAC53		Core Course - X: Research Methodology	6	5	25	75	100
		Core Practical – III: Basics of SPSS	4	-	-	-	-
22UBBAE54		Internal Elective - III :	4	4	25	75	100
22UBBAS55	IV	Skill Based Course – III: Personality Development	3	2	25	75	100
22UGENS56		Gender Studies	2	1	25	75	100
		<b>Total</b>	<b>30</b>	<b>22</b>			<b>600</b>
<b>SEMESTER – VI</b>							
22UBBAC61	III	Core Course - XI: Industrial Relations & Labour Law	6	5	25	75	100
22UBBAC62		Core Course - XII: Strategic Management	6	5	25	75	100
22UBBAC63		Core Course - XIII : Entrepreneurship & Small Business	5	4	25	75	100
22UBBAP64		Core Practical – III : Basics of SPSS	4	3	40	60	100
22UBBAE65		Internal Elective - IV :	4	4	25	75	100
22UBBAS66	IV	Skill Based Course – IV: Employability Skills	3	2	25	75	100
22UEXTA67	V	Extension Activities	-	1	100	-	100
22UNMSD03	IV	Insurance / Mutual Funds	2	2	25	75	100
		<b>Total</b>	<b>30</b>	<b>26</b>			<b>900</b>
		<b>Grand Total</b>		<b>140</b>			<b>4600</b>

## List of Allied Courses (Choose 1 out of 3 in each Semester)

Semester	Course Code	Course Title	H/W	C	CIA	ESE	Total
I	22UBBAA15-1	Principles of Banking System	4	3	25	75	100
	22UBBAA15-2	Consumer Behavior	4	3	25	75	100
	22UBBAA15-3	Business Economics	4	3	25	75	100
II	22UBBAA25-1	Principles of Insurance	4	2	25	75	100
	22UBBAA25-2	Customer Relationship Management	4	2	25	75	100
	22UBBAA25-3	Managerial Economics	4	2	25	75	100
III	22UBBAA35-1	Cost Accounting	3	3	25	75	100
	22UBBAA35-2	Total Quality Management	3	3	25	75	100
	22UBBAA35-3	Business Law	3	3	25	75	100
IV	22UBBAA46-1	Management Accounting	3	3	25	75	100
	22UBBAA46-2	Training & Development	3	3	25	75	100
	22UBBAA46-3	Safety Management	3	3	25	75	100

**List of Internal Elective Courses**  
(Choose 1 out of 3 in each Semester)

Semester	Course Code	Course Title	H/W	C	CIA	ESE	Total
III	22UBBAE36-1	Business Communication	4	4	25	75	100
	22UBBAE36-2	Advertising and Sales promotion	4	4	25	75	100
	22UBBAE36-3	Business Organization	4	4	25	75	100
IV	22UBBAE47-1	Office Management	4	4	25	75	100
	22UBBAE47-2	Tourism Management	4	4	25	75	100
	22UBBAE47-3	Talent & knowledge management	4	4	25	75	100
V	22UBBAE54-1	Financial Services	4	4	25	75	100
	22UBBAE54-2	E-commerce	4	4	25	75	100
	22UBBAE54-3	Hotel Management	4	4	25	75	100
VI	22UBBAE65-1	Material Management	4	4	25	75	100
	22UBBAE65-2	Portfolio Management	4	4	25	75	100
	22UBBAE65-3	Reward Management	4	4	25	75	100

<b>Part</b>	<b>Study Components</b>	<b>Papers</b>	<b>Credits</b>	<b>Total Credits</b>	<b>Marks</b>	<b>Total Marks</b>
Part I	Languages	4	3	12	100	400
Part II	Communicative English & English	4	3	12	100	400
Part III	Core Courses	13	3/4/5	56	100	1300
	Core Practical	3	3	9	100	300
	Allied Courses	4	3/2	11	100	400
	Internal Electives	4	4	16	100	400
Part IV	Environmental Studies	1	2	2	100	100
	Value Education	1	1	1	100	100
	Soft Skill	1	1	1	100	100
	Gender Studies	1	1	1	100	100
	Non Major Electives	2	2	4	100	200
	Skill Based Courses	4	2	8	100	400
Part V	Extension Activities	1	1	1	100	100
Part VI	SDC	3	2	6		
		<b>42</b>		<b>140</b>		<b>4300</b>

<b>SEMESTER: I CORE: I PART: III</b>	<b>22UBBAC13: PRINCIPLES OF MANAGEMENT</b>	<b>CREDITS: 4 HOURS: 4/W</b>
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**COURSE OBJECTIVES**

- 1) To familiarize the students with principles of management concepts.
- 2) To provide an insight about the management functions of planning, organizing, staffing, directing & controlling.
- 3) To enumerate the importance of organizing and organizational structure.
- 4) To make them understand on the importance of HR practices and motivation.
- 5) To enable them to understand the techniques of co-ordinations.

**Unit I: Management****Hours: 12**

Management: Definition, Nature, Scope – Functions of Management – Principles of Management – Management: Art, Science and Profession – Levels of Management: Top level, Middle level, Lower level.

**Unit II: Planning****Hours: 12**

Planning: Introduction, Nature, Scope – Importance of Planning – Steps in Planning – Types of Plan – Decision Making – Types of Decision – Decision Making Process.

**Unit III: Organising****Hours: 12**

Organising: Definition, Principles – Organisations Structure: Types – Span of Control – Departmentation – Process and Methods.

**Unit IV: Staffing & Directing****Hours: 12**

Staffing & Directing: Meaning – Recruitment – Selection – Directing: Nature, Purpose – Decentralisation – Motivation – Maslow's and Herzberg Theories.

**Unit V: Controlling****Hours: 12**

Controlling: Meaning, Nature, Importance – Control Process – Co-ordination – Need, Type and Techniques for excellent Co-ordination.

**Unit IV: Staffing & Directing****Hours: 12**

Staffing & Directing: Meaning – Recruitment – Selection – Directing: Nature, Purpose – Decentralisation – Motivation – Maslow's and Herzberg Theories.

**Unit V: Controlling****Hours: 12**

Controlling: Meaning, Nature, Importance – Control Process – Co-ordination – Need, Type and Techniques for excellent Co-ordination.

**COURSE OUTCOMES**

At the end of the course, the students will be able to

- 1) Understand the basic concept of management and practices
- 2) Understand the proper planning, elements and techniques of planning recognise and apply the skills necessary for carrying out effective management practices.
- 3) Understand the different organization structure need for departmentation.

- 4) Understand the basic concepts of staffing process in the human resource department and theories of motivation.
- 5) Understand the problems and stages in controlling process & coordination.

### Text Books

- 1) Ramasamy, T. (2014). Principles of Management. Mumbai: Himalaya Publishing House.
- 2) Satya Raju, R. & Parthasarathy, A. (2018). Management: Text and Cases. New Delhi: PHI Learning Pvt. Ltd. 3rd Edition.
- 3) Prasad, L. M. (2020). Principles and Practice of Management. New Delhi: Sultan Chand & Sons.
- 4) Tripathi, P. C., Reddy, P. N. & Ashish Bajpai. (2021). Principles of Management. New Delhi: McGraw Hill Education. 7th Edition.
- 5) Gupta, C. B. (2021). Management: Theory and Practice. New Delhi: Sultan Chand & Sons.

### Supplementary Reading

- 1) Sherlekar, S. A., Jain. Khushpat S., & Jain. Apexa V. (2017). Principles of Management. Mumbai: Himalaya Publishing House.
- 2) Dinkar Pagare. (2018). Principles of Management. New Delhi: Sultan Chand & Sons.
- 3) Harold Koontz, Heinz Wehrich, Mark V. Cannice. (2020). Essentials of Management. New Delhi: McGraw Hill.
- 4) Gupta, R. N. (2022). Principles of Management. New Delhi: Sultan Chand & Sons.
- 5) Meenakshi Gupta. (2019). Principles of Management. New Delhi: PHI Learning Pvt Ltd.

### OUTCOME MAPPING

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2			2			
CO3			2			
CO4				2		
CO5					2	

<b>SEMESTER: I CORE: II PART: III</b>	<b>22UBBAC14: FINANCIAL ACCOUNTING</b>	<b>CREDIT: 4 HOURS: 4/W</b>
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**COURSE OBJECTIVES**

- 1) To inculcate basic accounting concepts and postulates
- 2) To understand how trial balance helps to check accuracy in the ledger positioning
- 3) To provide wide knowledge about final accounts
- 4) To understand the meaning of depreciation and methods of charging depreciation
- 5) To build a base income and expenditure & receipts and payment accounts.

**Unit I: Basics of Accounting****Hours: 12**

Accounting: Meaning, Objectives – Accounting Concepts – Kinds of Accounts – Double entry Vs Single entry – Accounting Rules – Journal – Ledger.

**Unit II: Trial Balance and Subsidiary Books****Hours: 12**

Trial Balance: Meaning, Methods – Errors: Types of Errors – Rectification of Errors – Subsidiary Books – Types of Cash Book – Problems.

**Unit III: Final Accounts****Hours: 12**

Trading Account – Profit and Loss Account – Balance Sheet with simple Adjustments – Bank Reconciliation Statement (simple problem).

**Unit IV: Depreciation****Hours: 12**

Depreciation – Straight Line Method – WDV Methods and Annuity Method.

**Unit V: Non-Profit Organisation Accounting****Hours: 12**

Accounting for Non-Trading Institution – Income and Expenditure Account – Receipts and Payment Account.

**COURSE OUTCOMES**

At the end of the course, the students will be able to

- 1) Understand the fundamentals of financial accounting
- 2) Ensure the mathematical accuracy of the business transaction recorded in company ledger.
- 3) Prepare various books of accounts and final accounts.
- 4) Understand how to determine the amount of depreciation from the total value of property.
- 5) Learn to prepare various accounts; receipts and payments account, income and expenditure, balance sheet for non-profit organisation.

**Text Books**

- 1) Maheswari, S. N., Maheswari, Suneel K. & Maheswari., Sharad K. (2018). Financial Accounting. New Delhi: Vikas Publishing House.
- 2) Shukla. M. C., Grewel. T. S., & Gupta. S. C. (2017). Advanced Accounting Volume-I. New Delhi: Sultan Chand Publishing.
- 3) Grewal, T. S. (2022). Double Entry Book Keeping (Financial Accounting). New Delhi: Sultan Chand Publishing.
- 4) Tulsian, P. C. (2018). Principles and Practice of Accounting. New Delhi: McGraw Hill.
- 5) Jain, S. P., Narang, K. L., Simmi Agrawal, & Monika Sehgal. (2020). Financial Accounting. New Delhi: Kalyani Publishers.

**Supplementary Reading**

- 1) ASB (1999) Statement of Principles for Financial Reporting, London, ASB.
- 2) Elliott, Barry., & Elliott, Jamie. (2009). Financial Accounting and Reporting. Harlow, UK: Pearson Education Limited. 13th Edition.
- 3) Banerjee, Ashok. (2012). Financial Accounting: A Managerial Emphasis. New Delhi: Excel Books.
- 4) Jawahar Lal., & Seema Srivastava. (2014). Financial Accounting: Principles and Practices. New Delhi: Sultan Chand Publishing.
- 5) Gupta, R. L. & Gupta, V. K. (2022). Financial Accounting. New Delhi: Sultan Chand & Co.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3	3					
CO4	2					
CO5	2					

<b>SEMESTER: I</b> <b>ALLIED: I</b> <b>PART: III</b>	<b>22UBBAA15-1: PRINCIPLES OF BANKING SYSTEM</b>	<b>CREDIT: 3</b> <b>HOURS: 4/W</b>
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**COURSE OBJECTIVES**

- 1) To assist the students in understanding the basic concepts in banking.
- 2) To enumerate the precautions to be taken by the bank while disclosing the customer information.
- 3) To acquaint learners with the importance and functions of RBI, commercial and private sector banks in India.
- 4) To enlighten learners with the meaning of negotiable instrument and cheque.
- 5) To accustom the recent trends in banking services.

**Unit I: Introduction****Hours: 12**

Definition of Banking – Development of Banking in India – Classification of Banks –Nationalization of Banks.

**Unit II: Banker and Customer****Hours: 12**

Banker and Customer: Definition – Differential relationship between Banker and Customer – General and Special relationship.

**Unit III: RBI and Private Sector & Commercial Banks****Hours: 12**

Reserve Bank of India: Objectives, Functions – Private Sector Banks in India – Importance – Commercial Banks – Function – Types of Accounts.

**Unit IV: Negotiable Instrument****Hours: 12**

Negotiable Instrument: Meaning, Types – Cheques: Definition – Characteristics of Cheques: Crossing, Endorsement.

**Unit V: Recent Trends in Banking****Hours: 12**

E-banking: Meaning, Service – Mobile Banking: Meaning, Service – Automated Teller Machine (ATM) – Net Banking – Small Finance Bank – Foreign Bank.

**COURSE OUTCOMES**

After completion of the course, the students will be able to

- 1) Learn the basic concepts of banking and evolution of banking in India.
- 2) Know the relationship between the banker and the customer
- 3) Have a clear picture about RBI and commercial banks
- 4) Understand the different types of negotiable instruments
- 5) Know the e-banking system, small and foreign banks.

**Text Books**

- 1) Natarajan, S., & Parameswaran, R. (2013). Indian Banking. New Delhi: S. Chand & Sons
- 2) Indian Institute of Banking & Finance. (2009). Principles & Practices of Banking. Chennai: Macmillan Publishers India Ltd. 2nd Edition.
- 3) Muraleedharan, D. (2014). Modern Banking Theory and Practice. New Delhi: PHI Learning Pvt. Ltd. 2nd Edition.
- 4) Somashekar, N. T. (2021). Banking. Chennai: New Age International Publishers.
- 5) Sukhvinder Mishra. (2012). Banking Law and Practice. New Delhi: Sultan Chand & Sons.

**Supplementary Readings**

- 1) Sundharam, K. P. M. & Varshney, P. N. (2014). Banking Theory Law and Practice. New Delhi: S. Chand & Sons.
- 2) Popli, G.S., & Jain, Anuradha. (2016). Principles and Systems of Banking. Sonapat: PHI Learning Pvt. Ltd.
- 3) Natarajan, S., & Parameswaran, R. (2007). Indian Banking. New Delhi: Sultan Chand & Sons.
- 4) Vijayaragavan Iyengar. (2007). Introduction to Banking. New Delhi: Excel Books.
- 5) Jyotsna Sethi, & Nishwan Bhatia. (2012). Elements of Banking and Insurance. New Delhi: PHI Learning Pvt. Ltd.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2			2			
CO3			2			
CO4				2		
CO5					2	

<b>SEMESTER: I ALLIED: I PART: III</b>	<b>22UBBAA15-2: CONSUMER BEHAVIOUR</b>	<b>CREDIT: 3 HOURS: 4/W</b>
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**COURSE OBJECTIVES**

- 1) To enable the students to learn the basics of consumer behaviour
- 2) To understand consumer motivation and perception
- 3) To learn consumer learning and attitude
- 4) To learn consumer decision making process

**Unit I: Introduction–Consumer Behaviour****Hours: 12**

Introduction – Consumer Behaviour: Definition, Scope – Discipline of Consumer Behavior – Customer Value Satisfaction – Retention – Marketing Ethics.

**Unit II: Consumer Research****Hours: 12**

Consumer Research – Paradigms – Process of Consumer Research – Consumer Motivation–Dynamics – Types – Measurement of Motives – Consumer Perception.

**Unit III: Consumer Learning****Hours: 12**

Consumer Learning – Behavioural Learning Theories – Measures of Consumer Learning – Consumer Attitude – Formation – Strategies for Attitude Change.

**Unit IV: Social Class Consumer Behaviour****Hours: 12**

Social class Consumer Behaviour – Life Style Profiles of Consumer Classes – Cross Cultural Customers Behaviour Strategies.

**Unit V: Consumer Decision Making****Hours: 12**

Consumer Decision Making – Opinion Leadership – Dynamics – Types of Consumer Decision Making – Model of Consumer Decision Making.

**COURSE OUTCOMES**

After completion of the course, the students will be able to

- 1) Explain the basic concepts and models of consumer behaviour
- 2) Analyse the effects of psychological, socio-cultural and demographic factors on the consumer decision process with their results
- 3) Distinguish the relationship between consumer behaviour and marketing practices
- 4) Define the importance of consumer behaviour for businesses
- 5) Compare the relationship between consumer behaviour and other disciplines.

**Text Books**

- 1) Ramesh Kumar, S., Leon G. Schiffman, & Leslie Lazar Kanuk. (2014). Consumer Behaviour, New Delhi: Prentice Hall of India.
- 2) Paul Greenberg. (2013). Customer Relationship Management. Apogeo Education.
- 3) Barry R. Berman, & Joel R. Evans. (2013). Retail Management: A Strategic Approach. New Delhi: Pearson Education.

- 4) Gibson G. Vedamani. (2017). Retail Management: Functional Principles and Practice. New Delhi: Pearson India Education.
- 5) Satish Batra. (2008). Consumer Behaviour: Text and Cases. New Delhi: Excel Books Publishers.

**Supplementary Readings**

- 1) Leon Schiffman, & Leslie Kanuk. (2010). Consumer Behaviour. USA: Pearson Education.
- 2) Michael R. Solomon. (2020). Consumer Behaviour, Buying, Having and Being. USA: Pearson Education.
- 3) Varsha Jain, & Jagdish Sheth. (2019). Consumer Behaviour: A Digital Native. New Delhi: Pearson Education.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2					
CO2		2				
CO3				2		
CO4				3		
CO5					3	

<b>SEMESTER: I ALLIED: I PART: III</b>	<b>22UBBAA15-3: BUSINESS ECONOMICS</b>	<b>CREDIT: 3 HOURS: 4/W</b>
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**COURSE OBJECTIVES**

- 1) To introduce students to the basic elements of business and economics.
- 2) To identify various market structures relevant for commercial transactions and their impact on business decisions.
- 3) To illustrate what elements are considered while policy and decision making at the strategic level.
- 4) To analyze operations of markets under varying competitive conditions and make optimal business decisions.
- 5) The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

**Unit I: Introduction****Hours: 12**

Basic Concepts – Economic Rationale of Optimization – Nature and Scope of Business Economics – Macro and Micro Economics – Basic Problems of an Economy – Marginalism – Equimarginalism – Opportunity Cost Principle – Discounting Principle – Risk and Uncertainty.

**Unit II: Theory of Utility****Hours: 12**

Theory of Utility – Cardinal and Ordinal Utility Theory – Law of Diminishing Marginal Utility – Law of Equimarginal Utility – Indifference Curves – Consumer Equilibrium – Consumer Surplus.

**Unit III: Demand and Supply****Hours: 12**

Different Concepts of Demand – Demand Curve – Determinants of Demand – Law of Demand – Demand Forecasting Methods – Market Equilibrium – Concepts of Elasticity – Concept of Supply – Supply Curve – Conditions of Supply – Elasticity of Supply – Economies of Scale and Scope.

**Unit IV: Production and Cost Analysis****Hours: 12**

Production Function – Short-run and Long-run Production Function – Law of Diminishing Returns and Returns to Scale – Fixed, Variable and other Cost Concepts – Least Cost-Input Combination – Relationship between Production and Cost.

**Unit V: Pricing in different Market Structures****Hours: 12**

Market – Types – Structures – Features – Price Determination (long run and short run) in Perfect Competition – Monopoly – Monopolistic and Oligopoly Markets – Pricing Strategies.

**COURSE OUTCOMES**

On completion of this course, the student will be able to:

- 1) Understand and identify the economic variables in general business atmosphere.
- 2) Perceive the knowledge about economics at micro level and various economic concepts.
- 3) Comprehend the relationship between various policies of business.
- 4) Accomplish the identical short run and long run equilibrium of a firm and industry with different market structure.
- 5) Describe how changes in demand and supply affect markets.

**Text Books**

- 1) Dominick Salvatore. (2009). Principles of Microeconomics. New Delhi: Oxford University Press. 5th Edition.
- 2) Pindyck, Robert S., & Rubinfeld, Daniel L. (2017). Microeconomics. Pearson Education Inc. 8th Edition.
- 3) Singh, B. D. (2017). Compensation and Reward Management. Thrissur: Excel Books.
- 4) Tapomoy Deb. (2012). Compensation Management: Text and Cases. Thrissur: Excel Books. 1st Edition.
- 5) Samuelson, Paul A., & Nordhaus, William D. (2019). Economics. New Delhi: McGraw Hills. 20th Edition.
- 6) Chopra, P. N. (2011). Advanced Economics Theory Micro and Macro. New Delhi: Kalyani Publishers.
- 7) Maria John Kennedy, M. (2011). Micro Economic Theory. New Delhi: PHI Learning Pvt. Ltd.

**Supplementary Readings**

- 1) Ghosh, R. K., & Saha, S. (2016). Business Statistics, Kolkata: New Central Book Agency.
- 2) Agarwal, B. M. (2018). Quantitative Techniques for Business-I. New Delhi: Kalyani Publishers.
- 3) Pindyck, Robert., Rubinfeld, Daniel., & Banerjee, Sreejata. (2022). Microeconomics. New Delhi: Pearson Education. 9th Edition.
- 4) Suraj B Gupta. (2010). Monetary Economics: Institutions, Theory & Policy. New Delhi: Sultan Chand & Co.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2					
CO2		2				
CO3			2	2	1	
CO4				3		
CO5					3	

<b>SEMESTER: I SKILL BASED: I PART: IV</b>	<b>22UBBAS16: SALESMANSHIP</b>	<b>CREDIT: 2 HOURS: 2/W</b>
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**COURSE OBJECTIVES**

- 1) To provide the students with various duties and responsibilities of salesman.
- 2) To learn importance of sales presentation and sales aids.
- 3) To enable them to analyse sales forecasting and its methods.
- 4) To help them to know the factors affecting sales decision.

**Unit I: Introduction****Hours: 12**

Salesmanship – Functions of Salesman – Importance – Duties and Responsibilities of Salesman – Qualities of a Successful Salesman.

**Unit II: Essentials of Sales****Hours: 12**

Essentials of Sales – Knowledge of Industry and Company – Knowledge of Products – Knowledge of Customer – Buying Motives

**Unit III: Sales Presentations****Hours: 12**

Sales Presentations – Sales Aids – Use of Technology in Sales – Market Survey – Importance of Market Survey to Salesman and Producer.

**Unit IV: Sales Forecasting****Hours: 12**

Sales Forecasting: Definition, Methods, Uses, Advantages and Disadvantages – Sales Quota.

**Unit V: Sales Management****Hours: 12**

Sales Management: Definition – Roles and Techniques – Sales Decisions – Factors affecting Sales Decision – Sales Force Decision – Sales Territory – Tele Marketing.

**COURSE OUTCOMES**

At the end of the course, the students will be able to understand

- 1) Duties and responsibilities of salesman.
- 2) Essentials of sales.
- 3) Importance of market survey to salesman and producer.
- 4) Sales forecasting.
- 5) Various factors affecting sales decision.

**Text Books**

- 1) Richard R. Still., Edward W. Cundiff., Norman A. P. Govoni., & Sandeep Puri. (2017). Sales and Distribution Management. New Delhi: Pearson Education.
- 2) Bholanath Dutta, & Girish C. (2011). Salesmanship. Mumbai: Himalaya Publishing House.
- 3) Saravanel, P., & Sumathi. S., (2012). Advertising and Salesmanship. Chennai: Margham Publication.
- 4) William Maxwell. (2018). Salesmanship. Trieste Publishing.

- 5) Anil Keskar, & Suresh Abhyankar. (2020). Sales Management and Personal Selling. Mumbai: Himalaya Publishing House.

**Supplementary Reading**

- 1) William L. Cron, & Thomas E. Decarlo. (2009). Sales Management: Concepts and Cases. 10th Edition. New Delhi: Wiley India.
- 2) Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila. Schwepker Jr., & Michael R. Williams. (2019). Sales Management: Analysis and Decision Making. Oxfordshire, UK: Routledge. 10th Edition.
- 3) Sahu, P. K., & Raut, K. C. (2003). Salesmanship and Sales Management. New Delhi: S. Chand Publishing. 3rd Edition.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3				
CO2	2					
CO3	2					
CO4			2			
CO5						3

<b>SEMESTER: II</b> <b>CORE: III</b> <b>PART: III</b>	<b>22UBBAC23: BUSINESS ENVIRONMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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**COURSE OBJECTIVES**

- 1) To enable the students to understand the nature of business and its environment.
- 2) To know how economic culture, culture systems influence organizations
- 3) To understand how government pertaining to business have an influence on an organization
- 4) To understand how privatization and globalization affects organizations
- 5) To enable the students to examine and evaluate the business economic systems.

**Unit I: Business Environment****Hours: 12**

Business Environment: Meaning – Various Environments affecting Business – Economic, Socio-Cultural, Political and Government – Competitive, Demographic. Physical and Geographical and Technological Environments

**Unit II: Economic Culture****Hours: 12**

Business and Society – Interface between Business and Culture – Social Responsibilities of Business: Meaning, Types – Arguments for and against Social Responsibilities – Social Audit – Business Ethics.

**Unit III: Business and Government****Hours: 12**

Business and Government – State Regulations on Business – New Industrial Policy – Industrial Licensing Policy.

**Unit IV: Privatization and Globalization****Hours: 12**

Privatization: Meaning – Ways of Privatization – Benefits – Arguments against Privatization – Pros and Cons of Liberalization and Globalization – MNC – Merits and Demerits.

**Unit V: Business Economic System****Hours: 12**

Business and Economic System – Socialism, Capitalism and Mixed Economy – Impacts on Business – Public Sector – Objectives – Achievements and Failures.

**COURSE OUTCOMES**

At the end of the course, the students will be able to

- 1) Acquaint with business objectives, dynamics of business and environment
- 2) Able to recall and relate business and society.
- 3) Enable to discuss the contemporary issues in business.
- 4) Describe concepts like business ethics, ethical dilemmas, corporate culture.
- 5) Acquaint with various strategies of global trade.

**Text Books**

- 1) Francis Cherunilam. (2018). Business Environment. Mumbai: Himalaya Publishing House.
- 2) Sachdeva. S. (2018). Business Environment. Agra: Lakshmi Narain Agarwal Educational Publishers.
- 3) Fernando, A. C. (2011). Business Environment. New Delhi: Pearson India Education.
- 4) Shaikh Saleem. (2015). Business Environment. New Delhi: Pearson India Education.
- 5) Aswathappa, K. (2011). Essentials of Business Environment. Mumbai: Himalaya Publishing House.

**Supplementary Reading**

- 1) Garg, V. K., & Dhingra, I. C. (2004). Basic Economics and Business Environment. New Delhi: S. Chand & Sons.
- 2) Sherlekar, S. A., & Sherlekar, V. S. (2021). Modern Business Organization and Management. Mumbai: Himalaya Publishing House.
- 3) David, L. Mothersbaugh. (2022). Consumer Behaviour: Building Marketing Strategy. New Delhi: McGraw Hill.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3		2		2	
CO2		3		2	2	
CO3	2		3			2
CO4		3		2	2	
CO5	2		2			2

<b>SEMESTER: II CORE PRACTICAL: I PART: III</b>	<b>22UBBAP24: TALLY (PRACTICALS)</b>	<b>CREDIT: 3 HOURS: 4/W</b>
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**PRACTICAL PROGRAMS**

- 1) To create company details.
- 2) To alter the company details and shutting the company.
- 3) Program for ledger creation and group creation.
- 4) Program for voucher creation.
- 5) Recording accounting transaction.
- 6) Creation and configuration of receipt note.
- 7) Creation and displaying of balance sheet.
- 8) Creation of inventory items.
- 9) Single stock group creation and multiple stock group creation.
- 10) Creation and displaying of purchase order entry.
- 11) Sales order and sales return creation.
- 12) To prepare trading and profit& loss a/c and doing adjustments.
- 13) To create pay roll.
- 14) To create budgets.
- 15) To create TDS.

<b>SEMESTER: II</b> <b>ALLIED: II</b> <b>PART: III</b>	<b>22UBBAA25-1: PRINCIPLES OF INSURANCE</b>	<b>CREDIT: 2</b> <b>HOURS: 4/W</b>
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**COURSE OBJECTIVES**

- 1) To enable the knowledge about the insurance.
- 2) To acquire skills about the life insurance and its types.
- 3) To know about the fundamental principles of fire insurance.
- 4) To learn about the fundamental principles of marine insurance.
- 5) To gain insights in e-insurance.

**Unit I: Introduction****Hours: 12**

Insurance: Purpose, Need, Benefits, Functions, Importance, Principles – Nature of Insurance Contract –Types of Insurance Contract – Classification of Insurance.

**Unit II: Life Insurance****Hours: 12**

Life Insurance – Nature – Classification of Policies – Calculation of Premium – Claim Settlement in Life Insurance.

**Unit III: Marine Insurance****Hours: 12**

Marine Insurance – Nature – Types of Marine Policies – Marine Insurance Contract – Policy Procedure – Warranties in Marine Insurance – Types of Warranties.

**Unit IV: Fire Insurance****Hours: 12**

Fire Insurance: Nature, Kinds, Uses – Fire Insurance Contract – Procedure – Rate fixation – Payment of Claim – Re-insurance

**Unit V: E-Insurance in India****Hours: 12**

Insurance Regulatory and Development Authority (IRDA) – E-insurance – Benefits Challenges – Problems – IRDA Guidelines for e-insurance Policies.

**COURSE OUTCOMES**

The student will be able to

- 1) Understand the basic fundamentals of insurance.
- 2) Apply the fundamentals of life insurance.
- 3) Understand the fundamentals of marine insurance.
- 4) Apply the fundamentals of fire insurance.
- 5) Understand the procedure of e-insurance.

**Text Books**

- 1) Murthy, A. (2019). Element of Insurance. Chennai: Margham Publication.
- 2) Gordon, E., & Gupta, P.K. (2017). Banking and Insurance. Mumbai: Himalaya Publishing House
- 3) Agarwal, O. P. (2019). Banking and Insurance. Mumbai: Himalaya Publishing House. 5th Edition.

- 4) Gupta, P. K. (2017). Principles of Insurance. New Delhi: Himalaya Publishing House.
- 5) Bhargava, B. D. (2017). Principles of Insurance. New Delhi: Pearl Books.

#### **Supplementary Readings**

- 1) Mishra, M. N., & Mishra, S. B. (2016). Insurance Principles and Practice. New Delhi: Sultan Chand & Sons. 22nd Edition.
- 2) Neelam C. Gulati. (2011). Banking and Insurance: Principles & Practices. Thrissur: Excel Books
- 3) Biswa Mohana Jena. (2019). Principles of Banking and Insurance. Agra: Shree Vinayak Publication.

#### **OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1					
CO2		1				
CO3			1	2	1	
CO4				1		
CO5					1	

<b>SEMESTER: II ALLIED: III PART: III</b>	<b>22UBBAA25-2: CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>CREDIT: 2 HOURS: 4/W</b>
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**COURSE OBJECTIVES**

- 1) To understand the significance of customer satisfaction, how CRM enhance customer satisfaction, how customer loyalty benefits companies and how CRM help in marketing.
- 2) To enable students learn various stages of CRM, factors that drive CRM, benefits and growth of CRM market in India.
- 3) To understand what CRM program is, to know the groundwork required for effective use of CRM, to know various components of CRM and types of CRM.
- 4) To understand processes that involve in CRM to get customers and maintain a relationship with them.
- 5) Students will learn how to facilitate CRM processes and procedures while integrating with other business workflows.

**Unit I: Relationship Marketing****Hours: 12**

Overview of Relationship Marketing – Basis of building Relationship – Types of Relationship Marketing – Customer Life Cycle.

**Unit II: CRM****Hours: 12**

CRM: Concept, Overview, Evolution – CRM and Relationship Marketing – CRM Strategy – Importance of Customer Divisibility in CRM.

**Unit III: Sales Force Automation****Hours: 12**

Sales Force Automation – Contact Management: Concept – Enterprise Marketing Management – Core Beliefs – CRM in India.

**Unit IV: Value Chain****Hours: 12**

Value Chain: Concept – Integration Business Management – Benchmarks and Metrics – Culture Change – Alignment with Customer Eco-system – Vendor Selection.

**Unit V: Database Marketing****Hours: 12**

Database Marketing – Prospect Database – Data Warehouse and Data Mining – Analysis of Customer Relationship Technologies – Best practices in Marketing Technology – Indian Scenario.

**COURSE OUTCOMES**

After reading each unit, student will be able to understand

- 1) Basis of building relationship, types of relationship marketing, customer life cycle.
- 2) CRM and relationship marketing, CRM strategy, importance of customer divisibility in CRM.
- 3) Sales force automation, contact management.
- 4) Benchmarks and metrics.
- 5) Data warehouse and data mining.

**Text Books**

- 1) Shajahan, S. (2006). Relationship Marketing: Concepts and Cases. New Delhi: McGraw Hill.
- 2) Paul Greenberg. (2013). CRM. Customer Relationship Management. New Delhi: McGraw Hill.
- 3) Philip Kotler. (2020). Marketing Management. New Delhi: Prentice Hall.
- 4) Barry Berman, & Joel R. Evans. (2017). Retail Management: A Strategic Approach. New Delhi: Pearson Education Ltd.
- 5) Singh, P. P., & Kumar, N. J. (2009). Customer Relationship Management. New Delhi: Deep & Deep Publication.

**Supplementary Readings**

- 1) Kavitha, B. (2020). Customer Relationship Management. Bhilai: Orange Books Publications.
- 2) Mallika Srivastava. (2016). Customer Relationship Management (CRM). New Delhi: Vikas Publishing House Pvt. Ltd.
- 3) Alok Kumar Rai. (2013). Customer Relationship Management: Concepts and Cases. New Delhi: PHI Learning Pvt Ltd.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1				3		
CO2						2
CO3				3		
CO4						2
CO5		3				

<b>SEMESTER: II</b> <b>ALLIED: III</b> <b>PART: III</b>	<b>22UBBAA25-3: MANAGERIAL ECONOMICS</b>	<b>CREDIT: 2</b> <b>HOURS: 4/W</b>
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**COURSE OBJECTIVES**

- 1) To promote the ability to understand the basic concepts of economics.
- 2) To give students the capacity to make relevance of economics in business decisions.
- 3) To equip them with economic tools for business analysis.

**Unit I: Introduction****Hours: 12**

Managerial Economics – Nature and Characteristics – Scope – Importance – Role of Managerial Economist.

**Unit II: Demand Analysis****Hours: 12**

Law of Demand – Types of Demand: Price Demand, Income Demand – Elasticity of Demand – Price of related Goods and Demand – Indifference Curve Analysis – Demand Forecasting.

**Unit III: Production and Cost Analysis****Hours: 12**

Factors of Production – Production Function – Law of Returns – Law of variable Proportions – Law of Returns to Scale – Different Cost Concepts – Cost-Output Relationship – Supply Analysis.

**Unit IV: Pricing Methods and Strategies****Hours: 12**

Objectives – Factors – General consideration of Pricing – Methods of Pricing – Dual Pricing – Price Discrimination – Market Classification – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly – Oligopoly.

**Unit V: National Income****Hours: 12**

Definition – Concepts involved in National Income – Problems Involved in National Income – Business Cycle: Definition, Objectives, Phases of Business Cycle – Recent Trends in Managerial Economics

**COURSE OUTCOMES**

At the end of the course, the students will be able to

- 1) Understand the concepts and reasons for existence of firms and optimal decision making.
- 2) Learn to analyse the market supply and demand on market dynamics.
- 3) Acquire knowledge on production and cost analysis.
- 4) Know the applications of price discrimination and analyse the output decision of monopolistic and oligopolistic firms.
- 5) Understand about national income and business cycle.

**Text Books**

- 1) Varshney, R.L. & Maheshwari, K.L. (2018). Managerial Economics. New Delhi: Sultan Chand & Sons.
- 2) Sankaran, S. (2018). Managerial Economics. Chennai: Margham Publications.
- 3) Maheswari, Yogesh. (2012). Managerial Economics. New Delhi: PHI Learning.
- 4) Kumar. N., & Mittal, R. (2002). Managerial Economics. Bangaluru: Anmol Publications Pvt Ltd.
- 5) Mote, V. L., Samuel Paul, & Gupta, G. S. (2017). Managerial Economics: Concepts and Cases. New Delhi: McGraw Hill Edition.

**Supplementary Readings**

- 1) Mehta, P.L. (2016). Managerial Economics: Analysis, Problems & Cases. New Delhi: Sultan Chand & Sons.
- 2) Lokanathan, V. (2003). Principles of Economics. New Delhi: S. Chand & Co.
- 3) Sundharam, K. P. M. & Sundharam, E. N. (2014). Economic Analysis. New Delhi: Sultan Chand & Sons.
- 4) Cauvery, R., Sudha Nayak, U. K., Girija, M., & Meenakshi, R. (2013). Managerial Economics. New Delhi: Sultan Chand & Co.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2					
CO2		2				
CO3			2	2	1	
CO4				3		
CO5					3	

<b>SEMESTER: II</b> <b>SKILL BASED: II</b> <b>PART: III</b>	<b>22UBBAS26: PRESENTATION SKILLS</b>	<b>CREDIT: 2</b> <b>HOURS: 2/W</b>
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**COURSE OBJECTIVES**

- 1) To impart knowledge to develop the presentation skills.
- 2) To help the students to make their presentations effectively.
- 3) To learn about the fundamental presentation skills.

**Unit I: Introduction****Hours: 6**

Presentation: Meaning, Importance – Preparing for Presentation – Guidelines for Effective Presentation – Steps in making Successful Presentation – Audio-Visual Aids.

**Unit II: Presentation Skills****Hours: 6**

Presentation Skills: Meaning – Planning a Presentation – Factors affecting Presentation Skills – Strategies to Overcome.

**Unit III: Presentation Material****Hours: 6**

Presentation Material – Need and Importance – Advantage and Disadvantage of Materials. – Articles – Precautions in the Use of Presentation Materials.

**Unit IV: Audience****Hours: 6**

Knowing your Audience – Types of Audience – Role of Audience in Presentation – How to handle Emergency and Panic Situations.

**Unit V: Power Point Presentation****Hours: 6**

Power Point Presentation – Role and Significance – Dos and Don'ts in Power Point Presentation.

**COURSE OUTCOMES**

At the end of the course, the students will be able to

- 1) Use and practice delivery techniques for making presentation
- 2) Structure presentation skills in order to improve presentation
- 3) Understand the importance of presentation materials
- 4) Know the audience to have effective presentation
- 5) Demonstrate the methods for power point presentation

**Text Books**

- 1) Steve Mandel. (2022). Effective Presentation Skills: A Practical Guide to Better Speaking. A Fifty Minute Series.
- 2) Jennifer Rotondo, & Mike Rotondo. (2001). Presentation Skills for Managers. New Delhi: McGraw-Hill Education.
- 3) Michael Stevens. (2012). How to be Better at giving Presentation. New Delhi: Kogan Page India Pvt Ltd.
- 4) Sandy McMillan. (1997). How to be a Better Communicator. New Delhi: Kogan Page India Pvt Ltd.

- 5) Alex, K. (2019). Soft Skills: Know yourself and Know the World. New Delhi: S. Chand & Co.

### Supplementary Reading

- 1) Barun Mitra. (2016). Personality Development and Soft Skills. New Delhi: Oxford University Press.
- 2) Gajendra Singh Chauhan, & Sangeeta Sharma. (2015). Soft Skills: An Integrated Approach to Maximise Personality. New Delhi: Wiley.
- 3) Prashant, A. Dhanwalkar (Manusmare), Sharma, S. R., & Gunjan Sharma. (2015). Soft Skills Developments. Nagpur: Sai Jyoti Publication.

### OUTCOME MAPPING

Course Outcome	Programme Outcome					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3	3					
CO4	2					
CO5	2					

<b>SEMESTER: III</b> <b>CORE: IV</b> <b>PART: III</b>	<b>22UBBAC33: BUSINESS MATHEMATICS &amp; STATISTICS - II</b>	<b>CREDITS: 4</b> <b>HOURS:4/W</b>
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**COURSE OBJECTIVES**

1. To make the students to understand the basic operations of Matrices.
2. To enable the students to understand the Mathematical tools applicable in Managerial decision making & problem solving
3. The course will also serve the students in understanding sampling and correlation co-efficient

**Unit 1:** **Hours: 12**  
 Matrices: Fundamental ideas about matrices and their operational rules – Matrix Addition, Subtraction - Matrix multiplication - Inverse of Square Matrices (Not more than 3rd order)

**Unit 2:** **Hours: 12**  
 Solving simultaneous equations using Matrix method – Solving simultaneous equations using Cramer’s rule

**Unit 3:** **Hours: 12**  
 Set Theory: Definition – Description of Sets – Types – Set operations – Venn diagram – Laws of Sets – Verification of Laws by Venn diagrams

**Unit 4:** **Hours: 12**  
 Dispersion: Measures of Dispersion – Methods of measuring dispersion - Range – Quartile Range – Mean deviation – Standard deviation - Coefficient of variation

**Unit 5:** **Hours: 12**  
 Index Numbers: Index numbers - Types – Simple Aggregate Method, Simple Average of Price Relative – Weighted Index Numbers – Laspeyre’s, Bowley’s Fischer’s and Marshall –Edge worth index numbers

**COURSE OUTCOMES**

1. Understand the basic operations of matrix
2. Able to apply mathematical tools in business decision making.
3. To apply set theory in Business market.
4. Understand sampling techniques and correlation between variables.
5. Apply indexing techniques in Business.

**Text Books**

1. Statistics Theory and Practice, R.S.N. Pillai and Bagavathi, Sultan and Company Ltd. New Delhi
2. Business Mathematics - Dr.P.R.VITTAL, Margham Publications, Chennai.

**Supplementary Readings**

- 1) Elementary statistical Methods, SP Gupta, Sultan Chand & Sons.
- 2) Economic and Business Statistics, D.Kathamba Rajan, Himalaya Publishing House
- 3) Business Mathematics with Applications, S.R.Arora, Dinesh Khatar, S.Chand Publications, New Delhi.
- 4) Business Mathematics – V.Sundaresan and S.D.Jeyaseelan

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>		2				
<b>CO2</b>		2				
<b>CO3</b>					2	
<b>CO4</b>	2					
<b>CO5</b>	2					

<b>SEMESTER:III</b> <b>Core: V</b> <b>PART:III</b>	<b>22UBBAC34: ORGANISATIONAL BEHAVIOUR</b>	<b>CREDITS: 4</b> <b>HOURS:4/W</b>
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**COURSE OBJECTIVES**

1. To understand the significance of Organizational Behavior, its historical development and how an organization functions as a social system with an open influences from outside the organizations.
2. To learn the dynamics of groups in the organization: formation of groups - group characteristics - theories of group dynamics - types of groups in organization - group cohesiveness - factors influencing group cohesiveness - group decision making process - small group behavior.
3. To understand the importance of leadership and motivation in organizations: characteristics of leaders, theories and styles of leadership.
4. To know how organizational culture, organizational climate and conflicts influence the functioning of an organization
5. To know the importance of management of change in organizations. Resistance to change - concepts of social change and organizational development.

**Unit 1:****Hours:15**

Importance and scope of organisational psychology – Individual differences - Intelligence tests - Measurement of intelligence - Personality tests - nature, types and uses

**Unit 2:****Hours:15**

Perception - Factors affecting perception - Motivation - theories - financial and non-financial motivation - techniques of motivation - Transactional Analysis - Brain storming.

**Unit 3:****Hours:15**

Job satisfaction - meaning – factors, Morale - importance - Employee attitude and behaviour and their significance to employee productivity - Job enrichment - job enlargement

**Unit 4:****Hours:15**

Hawthorne Experiment - importance - Group Dynamics – Cohesiveness. Conflict - Types of Conflict – Resolution of conflict - Sociometry - Group norms – supervision - style - Training for supervisors.

**Unit 5:****Hours:15**

Leadership - types - theories – Trait, Managerial Grid, Fiedler's contingency. Counselling - meaning - Importance of counsellor - types of counselling - merits of counselling.

**COURSE OUTCOMES**

1. After reading unit 1, student will able to understand scope of organisational psychology
2. After reading unit 2, student will able to understand Perception, Motivation
3. After reading unit 3, student will able to understand Employee attitude and behavior
4. After reading unit 4, student will able to understand Group Dynamics, Cohesiveness
5. After reading unit 5, student will able to understand Leadership, Counseling

**Text Books**

1. Keith Davis - Human Behaviour at Work
2. Ghos - Industrial Psychology
3. Fred Luthans - Organisational Behaviour
4. L.M. Prasad - Organisational Behaviour
5. Hippo - Organisational Behaviour

**Supplementary Readings**

1. Group Dynamics
2. Morale Theories
3. Counseling

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3					
<b>CO2</b>				3		
<b>CO3</b>					2	
<b>CO4</b>		2				
<b>CO5</b>				3		

<b>SEMESTER:III</b>	<b>22UBBAA35-1 :COST ACCOUNTING</b>	<b>CREDIT: 3</b>
<b>PART: III</b>		<b>HOURS:3/W</b>

**COURSE OBJECTIVES**

1. Understand the basic concept and elements of cost.
2. The student to gain the knowledge of the purchase procedure and inventory.
3. To use accounting method for cost Calculation.
4. To keep a Systematic record of financial statement.
5. The students to determine the unit cost.

**Unit 1. Introduction****Hours: 12**

Cost accounting -Meaning -classification of cost -Element -Methods -Advantages -Limitation -Relationship between cost accounting and financial accounting -Preparation of Cost sheet.

**Unit 2 Material cost****Hours: 12**

Materials -Purchase procedure -EOQ -Stores procedure -Levels of stores -receipt and income of material -Stores ledger -FIFO, LIFO, simple average and weighted average - inventory control -Perpetual inventory and ABC.

**Unit 3. Labour cost****Hours: 12**

Labour cost -Methods of remuneration and incentive scheme - Labour turnover -cause. Overhead cost, Cost -Classification -Collection, Allocation, Departmentation and absorption -Labour Baba and machine hour rate.

**Unit 4 Contract and operation costing****Hours: 12**

Contract costing -Meaning -Feature -Kinds -Job cost vs contract costing -Recording of value and profit on contracts -Operating cost.

**Unit 5 Process costing****Hours: 12**

Process costing -Features -Job vs process costing -Normal process loss, Abnormal loss and Abnormal gain.

**COURSE OUTCOMES**

1. To analyse implication of Cost in managerial decision.
2. Describe the cost sheet. Fostr control through economic order quantity.
3. Calculate labour and overhead costs and records them.
4. Interpret cost accounting opportunities and threats.
5. To understand the Process costing, Abnormal loss and gain.

**Text book**

- 1) Cost accounting -R S N Pillai and Bagavathi - Chand.
- 2) Cost accounting -S N .Maheswari.Sultan Chand and son.
- 3) Cost accounting -Reddy. T .S &Hari Prasad Reddy. Y -Margam Publication 2012.
- 4) Cost Accounting: Texts and Problems Reference Book By M. C. Shukla.
- 5) Cost Accounting -Tulsian P.C. -Tata McGraw Hills.

**Supplementary Readings**

1. Horngren, Charles T. Cost Accounting. Prentice Hall, 1996.
2. Polimeni, Ralph S., Sheila A. Handy, and James A. Cashin. Schaum's Outline of Theory and Problems of Cost Accounting. McGraw-Hill, 1994.

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>C01</b>				2		
<b>C02</b>	3					
<b>C03</b>	2					
<b>C04</b>	2					
<b>C05</b>	3					

<b>SEMESTER: III</b> <b>PART: III</b>	<b>22UBBAA35-2: TOTAL QUALITY MANAGEMENT</b>	<b>CREDIT: 3</b> <b>HOURS:3/W</b>
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**Course Objectives**

1. To introduce the concept of quality in production including total quality in business Management.
2. To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM.
3. Exposure to students on the basic and new seven management tools, Quality concepts like Six sigma, Failure mode effect analysis.
4. Detailed exposure to students on various quality systems like ISO and its standards.
5. To gain knowledge about quality aspects

**Unit 1: Quality Management In Retrospect****Hours: 12**

Total quality management – concepts– evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality, Value & Differential advantage.

**Unit 2: Strategic Thinking And Planning****Hours: 12**

Pillars of Total quality management –the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management, Organizational implications.

**Unit 3: Total Quality Models****Hours: 12**

Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management

**Unit 4: Quality Education****Hours: 12**

Quality Education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems

**UNIT 5: Designing Process and Product****Hours: 12**

Strategic choice of markets and customers maintaining competitive advantages for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operationalizing Total Quality.

**COURSE OUTCOMES**

On the successful completion of the course, student will be able to:

1. Develop an understanding on quality management philosophies and frameworks. Learn the applications of quality tools and techniques in both manufacturing and service industry.
2. Understand the various pillars of TQM, the policies, various approaches and implications.
3. Develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.
4. Understand the TQM concepts like customer Focus, Employee Focus and their involvement, continuous process improvement and Supplier Management.
5. Understand incorporating total quality management in services sector, process designing and product development. Mapping the Quality designs to implementation.

**Text Books**

1. Bharat Wakhlu, Total Quality Management.
2. Bester Field, Total Quality Management, Pearson Education India; 4 edition (2015).
3. Bill Creech, Five Pillars of Total Quality Management, Plume; Reprint edition (1 December 1995).

**Supplementary Readings**

1. Joseph and berk, Total quality Management, Butterworth-Heinemann (30 June 2000)
2. Stephen George, TQM strategies and Techniques, John Wiley & Sons; 2nd Revised edition (11 March 1998).
3. R.P Mohanty and R.r .Lakhe, TQM in service sector, jaico Publishing House; First edition (28 August 2001).

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2	2		2		3
<b>CO2</b>	3	3			2	2
<b>CO3</b>	3	3	2			2
<b>CO4</b>	3	2		2		2
<b>CO5</b>	3	3				2

<b>SEMESTER: III</b> <b>PART: III</b> <b>ALLIED</b>	<b>22UBBAA35-3: BUSINESS LAW</b>	<b>CREDIT: 4</b> <b>HOURS:2/W</b>
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**COURSE OBJECTIVES**

1. To demonstrate understanding and recognition of the requirements of the contract agreement, contract consideration and capacity and genuineness of assent in contract formation.
2. To identify the fundamental legal principles behind performance of contract.
3. To demonstrate an understanding of the legal knowledge to business transaction.
4. To expose the students to legislations relating to sales.
5. To understand commercial contracts transactions and payment methods.
6. To understand international sales and international payment methods.
7. To study the legal concepts those are vital for every one while doing any business.
8. To create the knowledge of Legal perspective and its practices to improvise the business.

**Unit 1: Formation and essential elements of contract****Hours: 8**

Formation and essential elements of contract - Types of contract and agreements - capacity to contract - lawful object and free consent. Indian Contract Act 1872: contract – meaning – essential elements – offer and acceptance – consideration.

**Unit 2: Performance of contract****Hours: 8**

Performance of contract - Discharge of contract - Breach of contract and remedies - Quasi contract. Contract of agency – definition of agent and principal – creation of agency – type of agents – rights and duties of agent and principal – termination of agency.

**Unit 3: Guarantee****Hours: 8**

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

**Unit 4: Contract of agency****Hours: 8**

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

**Unit 5: Sale of goods Act****Hours: 8**

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

### **COURSE OUTCOMES**

1. The student will be able to understand the fundamental legal principles in developing various contracts.
2. The student will be able to understand the commercial laws in the business world.
3. The student will be able to identify the common forms of business associations and elements of Corporate Governance.
4. The student will be able to understand the legality and statute of frauds in contracts.
5. The student will be able to develop insights regarding the laws and transactions related to sales of goods.
6. The students are able to understand the basic concepts regarding business contracts, sale of goods and agency.

### **Text Books**

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

### **Supplementary Readings**

1. N.D. Kapoor, *Mercantile Law*, Sultan Chand & Sons, New Delhi, 2010
2. Taxmann, C. L. 2012 Taxmann Publication Pvt Ltd. New Delhi.
3. M.C. Dhandapani - Business Law
4. M.C. Shukla - Business Law
5. R.S.N. Pillai & Bagavathi- Business Law
6. P.C. Tulsion - Business Law

<b>SEMESTER:III PART:III INTERNAL ELECTIVE – I</b>	<b>22UBBAE36-1: BUSINESS COMMUNICATION</b>	<b>CREDIT: 4 HOURS:4/W</b>
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**COURSE OBJECTIVES**

1. To understand the concepts and basic functions of Communication.
2. To identify the various levels of organizational communication and its process.
3. To train the students in effective business writing.
4. To draft effective business correspondence with clarity.
5. To have knowledge of the various traditional and modern equipments used for communication.

**Unit 1 :**

Essential and Importance of Business Communication. Methods of Communication – Types – Barriers.

**Unit 2:**

Communication through letters – Layout of letters business enquiries – Offers and Quotations – Orders – Execution of Orders – Cancellation of Orders – Claims – Adjustments and settlement of accounts – Letters of complaints – Collection letters – Status enquiries.

**Unit 3:**

Bank correspondence – Letter to the editor. Correspondence of company secretary with share holders and directors – Agenda – Minutes – Preparation

**Unit 4:**

Communication through reports: Essentials – Importance – Contents - Reports by individuals – Committees – Annual report – Application for appointment – reference and appointment orders.

**Unit 5:**

Internal communication: Short speeches – Memo – Circulars – Notices – Explanations to superiors – Communication media – Merits of various devices – Intercom, Telex and Telephone – Fax – Internet.

**COURSE OUTCOMES**

1. After reading unit 1, student will be able to understand Methods of Communication
2. After reading unit 2, student will be able to understand Adjustments and settlement of accounts
3. After reading unit 3, student will be able to understand Bank correspondence
4. After reading unit 4, student will be able to understand Communication through reports
5. After reading unit 5, student will be able to understand Internal communication

**Text Books (In API Style)**

1. Rajendra Pal Korahill, –Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2006.
2. Ramesh, MS, & C. C Pattanshetti, –Business Communication, R.Chand&Co, New Delhi, 2003.
3. Rodriguez M V, –Effective Business Communication Conceptl Vikas Publishing Company ,2003.

**Supplementary Readings**

1. Effective Communication
2. Styles of Communication
3. Business Writings

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>		3				
<b>CO2</b>					2	
<b>CO3</b>			2			
<b>CO4</b>		2				
<b>CO5</b>		3				

<b>SEMESTER:III PART:III INTERNAL ELECTIVE – I</b>	<b>22UBBAE36-2: ADVERTISING AND SALES PROMOTION</b>	<b>CREDITS: 4 HOURS:4/W</b>
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**COURSE OBJECTIVES**

1. To enable the students to learn the fundamentals of advertising and its strategies.
2. To analyze the creative strategies used in different advertising campaigns and be able to apply the basic principles in designing advertising programs for a given brand or product.
3. To introduce the students to the concepts of media planning and measuring effectiveness of different media.
4. To identify the importance of sales management and salesman oriented promotion techniques.
5. To study the various techniques of sales promotion.

**Unit 1:** **Hours: 12**  
 Advertising – Advertising on element of Marketing mix objectives – Advertising and Salesmanship – role and importance – planning for Advertisement communication process – formal and informal.

**Unit 2:** **Hours: 12**  
 Advertisement copy – kinds – Appeals – Advertising mix – Advertising budget and relevant decisions

**Unit 3:** **Hours:12**  
 Advertising expenses and their role – types of Advertising – measuring the effectiveness of Advertisement - Managing agency.

**Unit 4:** **Hours: 12**  
 Sales Promotion – objectives – advantages - tools and their effectiveness – aggressive selling.

**Unit 5:** **Hours: 12**  
 Sales promotion and personnel selling nexus – Measuring the effectiveness of promotion company.

**COURSE OUTCOMES**

1. After reading unit 1, student will able to understand Advertising on element of Marketing mix objectives
2. After reading unit 2, student will able to understand Advertising budget and relevant decisions
3. After reading unit 3, student will able to understand Advertising expenses and their role
4. After reading unit 4, student will able to understand Sales Promotion
5. After reading unit 5, student will able to understand Sales promotion and personnel selling nexus

**Text Books**

1. Sales Promotion management – John A. Quelch
2. Marketing Salesmanship and Advertising – M.Ramasamy
3. Principles of Marketing and Salesmanship – J.C.Sinha
4. Advertising Principles problems and cases and others – Charles J. Dirkson
5. Advertising management concepts and cases – Manendra Mohan (TMH)

**Supplementary Readings**

1. Cost Effective Advertisement
2. Sales Promotion
3. Principles of Marketing

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3					
<b>CO2</b>					3	
<b>CO3</b>	2					
<b>CO4</b>				2		
<b>CO5</b>				2		

<b>SEMESTER:III</b> <b>PART: III</b> <b>INTERNAL ELECTIVE – I</b>	<b>22UBBAE36-3: BUSINESS ORGANISATION</b>	<b>CREDIT: 4</b> <b>HOURS:4/W</b>
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**COURSE OBJECTIVE:**

1. The course aims to provide the basic concept and knowledge with regard to business enterprises and its functional areas.
2. To know about Business Ethics
3. To understand the various forms of Business.
4. To know about various types of companies to start an organisation
5. To create the Knowledge about Business

**Unit 1 : Business Organisation****Hours:15**

Business Organization: Definition, Concept, Characteristics, Objectives, Significance, Components, Functions.

**Unit 2: Business Ethics****Hours:15**

Business ethics, Social responsibilities of Business, Promotions of Business: Meaning, Functions, Stages of Promotion.

**Unit 3: Forms of Business Organisation****Hours:15**

Forms of Business Organization: Detailed Study of Sole Proprietorship and Partnership.

**Unit 4: Company Organisation****Hours:20**

Company Organisation: Meaning, Definition, Formation of Private and Public Company, Merits and Demerits, Types of Companies, Cooperative Organisation- Need, Meaning, Significance and its Merits- Demerits.

**Unit 5: Business Enterprises****Hours:10**

Public Enterprises: Concept, Meaning, Characteristic, Objectives and Significance. Multi National Corporations.(MNC'S) - An Introduction In India.

**COURSE OUTCOMES:**

1. To introduce the concepts and forms of business organization and provide insights into advertising and stock exchange.
2. To learn about the various forms of business organization and the process of setting a new venture entity under a country's legal-economic structure
3. To explore the international prospects of trade and business under globalization and understand the working of different functionaries of business
4. To acquaint the students with the forms of business organization.
5. To create the Knowledge about Business.

**Text Books**

1. Vasishth, Neeru, Business Organisation, Taxmann, New Delhi
2. Talloo, Thelman J., Business Organisational and Management, TMH, New Delhi
3. Tulsian, P.C., Business Organisation, Pearson Education, New Delhi

**Supplementary Readings**

- 1) Dr.Padmakar Astana-Business organisation
- 2) C.D.Balaji-Business organisation
- 3) R.K.Sharma-Business Organisation

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>
<b>CO 1</b>	<b>3</b>		<b>2</b>		<b>2</b>	
<b>CO 2</b>			<b>2</b>	<b>2</b>	<b>2</b>	
<b>CO 3</b>	<b>3</b>		<b>2</b>			<b>2</b>
<b>CO 4</b>				<b>2</b>	<b>2</b>	
<b>CO 5</b>	<b>2</b>		<b>2</b>			<b>2</b>

<b>SEMESTER: III</b> <b>PART: IV</b> <b>NME: I</b>	<b>22UBBAN37: MANAGEMENT CONCEPTS</b>	<b>CREDIT: 2</b> <b>HOURS: 2/W</b>
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**COURSE OBJECTIVES**

1. To make students understand the basic concepts and principles of management
2. To help them acquire the skills needed to become a successful manager
3. To enable them to understand the various processes of the management

**Unit 1: Introduction to Management****Hours: 6**

Introduction to Management–Meaning –Definition–Nature–Scope– –Management as a Science, an Art or a Profession - Levels of management –Functions.

**Unit 2: Planning****Hours: 6**

Planning–Meaning–Nature of Planning–Importance of Planning–Steps to make effective Planning–Planning Process–Methods of Planning. Decision making–Methods of Decision making

**Unit 3: Organising & Staffing****Hours: 6**

Organizing and staffing – Meaning – Process of Organization – Importance of Organization –Organization structure – Formal and Informal Organization – Staffing Recruitment and selection Procedure.

**Unit 4: Directing****Hours: 6**

Motivation – Importance – Methods of motivation Direction – Meaning – definition – Importance – Principles of Direction – Responsibilities of Supervisor – Span of Supervision.

**Unit 5: Co-ordination and Control****Hours: 6**

Co-ordination – Nature – Importance – Problems – Principles of Co-ordination – Controlling –Nature – Functions – Benefits – characteristics of good control system.

**COURSE OUTCOMES**

1. After studied unit-1, the student will be able to understand the concept of management.
2. After studied unit-2, the student will be able to plan and make decisions
3. After studied unit-3, the student will be able to differentiate organisation structure and know the functioning
4. After studied unit-4, the student will be able to delegate work, differentiate between power and authority
5. After studied unit-5, the student will be able to coordinate activities in an organization

**Text Books (In API Style)**

1. L.MPrasad –Principles of Managaement–SultanChand and Sons
2. C.BGupta– Business Management–SultanChand&Sons

**Supplementary Readings**

1. Principles of Management – SHERLEKAR S. A.
2. Business Management – DINKAR PAGARE
3. Principles of Management – TRIPATHI AND REDDY
4. Essentials of Management – KOONTZ AND O'DONNELL

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	<b>3</b>					
<b>CO2</b>			<b>2</b>			
<b>CO3</b>			<b>2</b>			
<b>CO4</b>				<b>2</b>		
<b>CO5</b>					<b>2</b>	

<b>SEMESTER:III</b> <b>CORE: VI</b> <b>PART:III</b>	<b>22UBBAC43: PRODUCTION MANAGEMENT</b>	<b>CREDITS: 3</b> <b>HOURS:3/W</b>
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**COURSE OBJECTIVES**

1. To understand the fundamentals of production management.
2. To know work study and work measurement.
3. To understand technique of location and facility planning.
4. To know about Production planning and control.
5. To understand the quality control and standardisation.

**Unit 1: Production management concepts****Hours:15**

Production management --Meaning -Objectives -Functions -Role of production manager -Production system -Functions and types.

**Unit 2: Work study****Hours:15**

Work study -Meaning -Objectives -Techniques -Time study -Meaning -Uses - Procedure -Motion study -Purpose -Principles -Work measurement -Meaning - Objectives.

**Unit 3: Plant location and layout****Hours:15**

Plant location -Definition -Need -Types -Factors affecting location decision - Plant layout -Meaning -Objective of good layout -Principles -Kinds -Merits and Demerits

**Unit 4: Production planning and control****Hours:15**

Production Planning and Control -Objective -Elements of production planning - Routing -Scheduling -Dispatching and follow up.

**UNIT-V: Quality control****Hours:15**

Quality control -Definition -Objectives -Scope -Inspection -Objectives -Types- Basic areas to inspection -Standardization -Standardization symbols -ISO 9000 - Contents.

**COURSE OUTCOMES**

1. Students get well expert in understanding the production system
2. students understand work study and work measurement.
3. To impart knowledge on plant location and Plant layout.
4. Learn on Production planning and control.
5. Acquire knowledge of Quality control and inspection.

**Text Books**

1. Production management and material management -K .Sridharan bhat.
2. Production in Material Management -Saravanavel P & Sumathi.
3. Production and operation management -K Ashwathappa, Himalaya publishing house.
4. Material Management -Varma M M .Sultan Chand and sons 4 th Edition,2012.

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2					
<b>CO2</b>					2	
<b>CO3</b>			2			
<b>CO4</b>					2	
<b>CO5</b>	2					

<b>SEMESTER: IV CORE: VII PART: III</b>	<b>22UBBAC44: HUMAN RESOURCE MANAGEMENT</b>	<b>CREDITS: 4 HOURS:4/W</b>
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**COURSE OBJECTIVES**

1. To understand the concepts and basic functions of Human Resource Management.
2. To learn the implementation of employee recruitment and selection processes.
3. To acquire knowledge in the training needs and methods.
4. To understand the need and methods of performance appraisal.
5. To analyse the key issues related to Compensation, Mentoring, Career Planning, Promotion, Transfers and Termination.

**Unit 1: Hours: 15**

HRM: Definition and meaning – Difference between Human Resource Management and personnel management – HRM: Objectives – Scope – functions – Future of HRM.

**Unit 2: Hours:15**

Recruitment: Meaning – sources – Recruitment process – Selection: Meaning, procedure – Types of tests – Advantages and disadvantages – Interview: Types – placement and introduction – Job analysis – Job description:- Job specification - Job evaluation: Objectives – methods of job evaluation

**Unit 3: Hours:15**

Training and development: meaning, need, importance – types of training. Executive development: meaning, objective and importance of executive development – Methods of executive development.

**Unit 4: Hours:15**

Wage and Salary Administration: Objectives and principles of wages and salary administration – Components and methods of wage payment promotion, transfer and demotion. Performance Appraisal: Meaning, methods of performance appraisal.

**Unit 5: Hours:15**

Industrial Relations: meaning, objective and importance of IR – Causes for poor industrial relations-Workers' participation in management – concept need and forms of workers' participation in management – Collective Bargaining – definition, features, essentials and role of collective bargaining – Collective Bargaining in India.

**COURSE OUTCOMES**

1. After reading unit 1, student will able to understand function of HRM and scope
2. After reading unit 1, student will able to understand source of recruitment
3. After reading unit 1, student will able to understand types of training.
4. After reading unit1, student will able to understand wage and salary administration
5. After reading unit 1, student will able to understand IR importance

**Text Books**

1. Human Resource Management – Shashi K. Gupta
2. Human Resource Management – C.B.Memoria
3. Human Resource Management – S.S. Khanka
4. Personnel Management and Industrial Relations – Tripathi and Reddy.
5. Human Resource Management: Text and Cases – Sundar.K

**Supplementary Readings**

1. Scientific literature-hrm
2. HR score card
3. HR metric

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>C01</b>	3					
<b>C02</b>	2					
<b>C03</b>				3		
<b>C04</b>					2	
<b>C05</b>						3

<p><b>SEMESTER: IV</b> <b>PART:III</b> <b>CORE PRACTICAL: II</b></p>	<p><b>22UBBAP45: MS OFFICE-1</b></p>	<p><b>CREDIT : 3</b> <b>HOURS: 2/W</b></p>
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**(Word, Excel and Power point)**

- 1) To perform the following operations: Bold, Underline, Font Size, style, Background color, Text color, Line spacing, Spell Check, Alignment, Header& Footer, inserting pages and page numbers, Find and Replace.
- 2) Design an invitation using Drawing tool bar, Clip Art, Word Art, Symbols, Borders and Shading.
- 3) Prepare a Class Time Table and perform the following operations: Inserting the table, Data Entry, Alignment of Rows and Columns, Inserting and Deleting the Rows and Columns and Change of Table Format.
- 4) Prepare a meeting letter for 10 members using mail merge operation.
- 5) Prepare Bio-Data by using Wizard/ Templates
- 6) Prepare a mark list of your class (minimum of 5 subjects) and perform the following operations: Data Entry, Total, Average, Result and Ranking by using arithmetic and logical functions and sorting.
- 7) To perform sales analysis by using formula.
- 8) Draw the different type of charts (Line, Pie, Bar) to illustrate year-wise performance of sales, purchase, profit of a company by using chart wizard.
- 9) To perform mathematical and logical functions.
- 10) Create slides with Headers and footers.
- 11) Create a slide design.
- 12) Create a slide show with minimum 5 slides to advertise a product.
- 13) Create slides with different fonts and bullets.
- 14) Create a slide show with animation effect.
- 15) Create an organization chart for a college.

<b>SEMESTER: IV</b> <b>PART:III</b>	<b>22UBBAA46-1: MANAGEMENT ACCOUNTING</b>	<b>CREDIT : 3</b> <b>HOURS: 3/W</b>
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**COURSE OBJECTIVES:**

To help students:

- 1) To understand the nature and scope of management accounting
- 2) To gain knowledge in the preparation of financial statement analysis, marginal costing, budget, working capital, standard costing and
- 3) To utilize the management tools and techniques to take appropriate financial decisions.

**Unit 1: Marginal Costing and Profit Planning****Hours: 9**

Marginal Costing and Profit Planning –Profit planning in different alternatives of sales mix – Simple problems on extension of marginal costing techniques.

**Unit 2: Current Assets Management****Hours: 9**

Working Capital – Types – Factors Determining Working Capital - Estimate of Working Capital Requirements – Inventory Valuation – various methods of inventory valuation - Simple problems on inventory valuation.

**Unit 3: Standard Costing and Variance Analysis – I****Hours: 9**

Standard Costing – Variance Analysis techniques – Cost variances – Material variances, Labour variances and Overhead variances – Simple problems on cost variances.

**Unit 4: Standard Costing and Variance Analysis – II****Hours: 9**

Sales variances – Profit analysis – reconciliation of actual profit and standard profit – Simple problems on sales variances.

**Unit 5: Activity Based Costing and Balanced Score Card****Hours: 9**

Activity Based Costing – Techniques – Cost pool and cost driver – simple problems on Activity based costing. Balanced Score Card – Strategic issues  
(Marks: Theory 40% and Problems 60%)

**COURSE OUTCOMES**

1. A thorough understanding of management accounting concepts and its applications in decision making.
2. Assess the profit planning using marginal costing techniques in different alternatives of sales mix.
3. Preparation of reconciliation statement by comparing cost variances, profit variances and revenue variances
4. Understand the management and cost accounting techniques, activity based costing as tool.
5. Understand Application of the balanced score card as management tool in strategic direction.

**Text Books**

1. Khan. M.Y. & P.K. Jain (2021) *Management Accounting – Text, Problems and Cases* (8<sup>th</sup> Edition) Noida, Tata McGraw Hill Publishers.
2. Maheswari, S.N. Maheswari Suneel, K. Maheswari Sharad, K. (2021). *Principles of Management Accounting*, New Delhi, Sultan Chand & Sons.
3. T. Ramachandran, (2012) *Accounting for Management ( 2<sup>nd</sup> edition)*, Chennai, SCITECH Publications.

**Supplementary Readings**

1. Pandikumar, M.P. (2010). *Management Accounting*. New Delhi: Excel Books.
2. ICMA Study Material, Strategic Cost and Management Accounting.

**OUTCOME MAPPING:**

	PO1	PO2	PO3	PO 4	PO 5	PO 6
CO 1	3		2		2	
CO 2		3		2	2	
CO 3	2		3			2
CO 4		3		2	2	
CO 5	2		2			2

<b>SEMESTER: IV</b> <b>PART:III</b>	<b>22UBBAA46-2: TRAINING AND DEVELOPMENT</b>	<b>CREDIT : 3</b> <b>HOURS: 3/W</b>
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**COURSE OBJECTIVES**

1. To know the in-depth understanding of the role of training.
2. To know the methods of training.
3. To understand the concepts of career development .
4. To know the institutions offering training programmes in India.
5. To know the important concepts used in management development and process and MD programme.

**Unit 1: Introduction****Hours: 9**

Concept of Training and Development–Training needs–structure and function of Training Development–Evaluation of Training Programme.

**Unit 2: Techniques of Training and Development****Hours: 9**

Techniques of on the job training – On the job Training – Coaching –Job Rotation –Job instruction training- Training by supervision –Techniques of off the job Training-Lecturer, Conferences, Group discussion.

**Unit 3: Career Stage****Hours: 9**

Concept of career-Career Stage–Career planning and Development–Needs steps in career planning–Methods.

**Unit 4: Training Needs****Hours: 9**

Needs for Training in India – Policy on Training – Training Institution in India – Management Association.

**Unit 5: Management Development****Hours: 9**

Concept of Management Development –Importance of Management Development –Components of Management Development Programme – Management development institute.

**LEARNING OUTCOMES**

1. After studied unit-1, the student will be able to learn the basic concepts of training, identify training needs and functions of training department.
2. After studied unit-2, the student will be able to know the various on-the-job and off the job techniques of training.
3. After studied unit-3, the student will be able to have a clear picture about their career planning and development.
4. After studied unit-4, the student will be able to know the information about the different management training institutes in India.
5. After studied unit-5 the student will be able to understand the different techniques of management development programme.

**Text Books:**

1. Training and Development–R.K.Sahu publisher-Excel books
2. Training and Development–Dr.B.Janakiraman publisher,Dream tech press

**Supplementary Readings**

1. AggarwalaD.R.-Manpower Planning,Selection, Training and Development
2. Fundamentals of Training and Development-Dineshkumar, Mansoor Alipublisher-Vyinda publications

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>		<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO2</b>	<b>2</b>		<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO4</b>	<b>3</b>	<b>2</b>	<b>2</b>		<b>2</b>	
<b>CO5</b>	<b>2</b>	<b>3</b>			<b>2</b>	<b>2</b>

<b>SEMESTER:IV</b> <b>PART: III</b> <b>ALLIED IV</b>	<b>22UBBAA46-3: SAFETY MANAGMENT</b>	<b>CREDIT: 3</b> <b>HOURS:3/W</b>
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### COURSE OBJECTIVES

1. To understand the zero accident and zero pollution concept in safety
2. To enable the student to prepare safety - visual controls and visual management.
3. To understand the need for identification and eliminate near-miss cases.
4. To understand the importance of safety systems and procedures - safety training and awareness in the work area.
5. To understand the importance of Health Management.

#### Unit 1: Safety overview

**Hours: 9**

Introduction: Safety policy – Need for safety in the work area - importance – Health and Environments in the work area - Safety responsibilities of employees, Supervisors, Unit head and Corporate – Formulation of Safety committee – Duties and responsibilities – Identification of safety zone in the work area .

#### Unit 2: Visual management and control

**Hours: 12**

Visual management-Importance–Purpose of wind mask– Awareness on safety boards-visual control -Need– Application of 5 senses eye – hearing – taste - touch – smell to avoid accidents – Understanding of visual marking - Red, Yellow and Green - Floor marking – Creative ideas development in visual controls - Air flow direction visuals - Full and empty visuals – on/off visual – open/close visuals.

#### Unit 3: Near miss case

**Hours: 9**

Near-miss cases-Identification - safety Heinrich Law – Reporting method of near-miss cases – an action plan for near-miss cases – training to identify near-miss cases.

#### Unit 4: Safety knowledge

**Hours: 9**

Safety training -Road safety -Industrial safety -Chemical safety -Use of personal protective equipment (PPE) - Need for safety manuals - Safety standard operation procedures (SOP) –safety data collection - Safety record maintenance.

#### Unit V: Health Management

**Hours: 9**

Health management -Importance– Need for a clean work environment – Formation of the emergency committee - emergency committees duties - Responsibilities -First aid -First aid training - Importance -Communication methods to Ambulance / Hospitals.

### COURSE OUTCOMES

1. Understand work safety and how to sustain zero accidents in the workplace.
2. Knowledge about safety visual control and visual management. safety awareness in accidents, what to do and how to manage safety in the workplace.
3. Awareness and understanding of near-miss cases identification and counter measures.
4. Understanding the importance of training. Know the use of safety manuals and standards. Use of safety records.
5. Understand the health management, environment management, and importance of first aid, first aid communication method.

**Text Books**

1. Vincoli, J. W. (2006). Basic guide to system safety. John Wiley & Sons.
2. Vinodkumar, M. N., & Bhasi, M. (2010). Safety management practices and safety behavior: Assessing the mediating role of safety knowledge and motivation. *Accident Analysis & Prevention*, 42(6), 2082-2093.
3. Geller, E. S. (2017). Working safe: How to help people actively care for health and safety. CRC Press.
4. Galsworth, G. D. (2017). Visual workplace: visual thinking. Productivity Press

**Supplementary Readings**

1. Chan, K. L., & Chan, A. H. (2011). Understanding industrial safety signs: implications for occupational safety management. *Industrial Management & Data Systems* Fernández-Muñiz, B., Montes-Peon, J. M., & Vazquez-Ordas, C. J. (2007). Safety management system: Development and validation of a multidimensional scale. *Journal of Loss Prevention in the Process Industries*, 20(1), 52-68
2. Molding, E. (2010). *5S: A visual control system for the workplace*. Author House
3. Jędrzejak, N., & Sobala, K. (2018). First aid in the workplace and employee awareness about it. *World Scientific News*, 104, 202-214.

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>		3				
<b>CO2</b>	2					
<b>CO3</b>	2					
<b>CO4</b>			2			
<b>CO5</b>						3

<b>SEMESTER:IV</b> <b>PART:III</b> <b>INTERNAL ELECTIVE – II</b>	<b>22UBBAE47-1: OFFICE MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 4/W</b>
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**COURSE OBJECTIVES**

Understand the range of responsibilities and skills required by the office manager

1. Apply various approaches when dealing with the management of tasks, teams and individuals
2. Apply techniques to plan and manage workload effectively and achieve objectives
3. Create and apply a checklist of systems and procedures to aid the smooth running of the office
4. Apply assertive communication and problem-solving skills

**Unit 1: Introduction****Hours:12**

Meaning and Scope -Function and Qualifications of Office Manager -Poor and Good Organization Departments -Flow of Work -Organization Charts and manual.

**Unit 2: Administrative arrangements****Hours:12**

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 3: Office equipments and Office System****Hours:12**

Office equipments - Reproduction equipments - Typewriter - Duplicators - Photo Copier - Franking Machine - Communication Equipments - Dictaphone - Intercom - Telephone - Telex – Tele printers - PABX - PBX - STD - Storage equipment - Filing Cabinets – Time Clocks - Use of Computers in Office Management

Office System - Procedure - Routine - And methods - Paper work in office Filing functions - essentials of good filing systems - Central vs. Departmental Filing classification – Methods of filing Old and Modern - Micro filing - Indexing Types.

**Unit 4: Office Correspondence****Hours:12**

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 5: Office Supervisor****Hours:12**

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

**COURSE OUTCOMES**

1. Unit1 After studied unit-1, the student will be able to gain knowledge about nature and scope of organization.
2. Unit2 After studied unit-2, the student will To gain effective knowledge about be able to Administrative arrangements and physical conditions
3. Unit3 After studied unit-3, the student will be able to gain a knowledge of Office equipments and Office System
4. Unit4 After studied unit-4, the student will be able to know about Office Correspondence
5. Unit 5 After studied unit-5, the student will be able to learn about Office Supervisor

**Text Books:**

1. R.S.N.Pillai & Bhagwathi. V, Office Management S.Chand, New Delhi.
2. Arora S.P Office Management Vikas Publications Pvt. Ltd., Chennai.

**Supplementary Readings**

1. Balachandiran.V & Chandrasekaran ,Office Management Vijay Nicole imprints Private Limited, Chennai

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>		3				
<b>CO2</b>					2	
<b>CO3</b>			2			
<b>CO4</b>		2				
<b>CO5</b>		3				

<b>SEMESTER: IV</b> <b>PART:III</b> <b>INTERNAL ELECTIVE – II</b>	<b>22UBBAE47-2: TOURISM MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 4/W</b>
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**COURSE OBJECTIVES:**

1. To understand what tourism is and its definitions.
2. To understand about tourism demand.
3. To understand tourism Economics
4. To Understand about Pricing Determinants
5. To come know about Tourism Development.

**Unit 1: Tourism and its Concepts****Hours:12**

Concepts, Definitions & Historical development of Tourism. Types of Tourist: Tourist, traveler, excursionist. Forms of tourism: Inbound, Domestic, International. Tourism System: Nature, Characteristics and components of tourism industry.

**Unit 2: Tourism demand****Hours:12**

Tourism Demand, Motivation of Tourism Demand. Measuring Tourism Demand. Pattern & characteristic of tourism supply Factors influencing tourism supply.

**Unit 3: Tourism Forecasting****Hours:12**

Concept and Definition of Managerial Economics, Nature and scope of managerial economics, Role of Managerial Economics, Theory of demand, Demand-functions, Demand Elasticity, Income and substitution effects, Demand forecasting- Purposes and methods,

**Unit 4: Tourism Economics****Hours:12**

Pricing - Determinants, Objectives, Pricing under different Market conditions, Cost curves, Break even analysis and cost control, Theory of firm, Profit maximization, sales maximizations, Ownership, and control, Market structure perfect competition, Monopoly, Oligopoly, Monopolistic competition .

**Unit 5: Tourism Development****Hours:12**

Tourist Development VIS-A VIS Impacts, Range of Impacts, costs and benefits of (socio- cultural, economic and physical) at TGR.TTR and TDR

**COURSE OUTCOMES:**

1. To understand fundamentals of tourism
2. To understand the concepts of Travel and tourism its framework.
3. To understand Marketing and Financial Perspectives.
4. To understand to Cost implications of Cost Development.
5. To understand the tourist development VIS.

**Text Books:**

1. Chuck Y. Gee , Travelindustry:
2. P.M. Seth, Successful TourismManagement:
3. J.K. Sharma , Tourism Planning &Development:

**Supplementary Readings:**

1. Petersen, Craig H. Managerial Economics, New Delhi Pearson Education.
2. Mithani, D.M. Managerial Economics, New Delhi, Himalaya Publications.
3. Chopra, O.P. Managerial Economics. New Delhi Me Graw Hill.
4. Koutsoyiannis, A. Modern Micro Economics. New York, Macmillan.
5. M. Thea Sinclair and Mike Stabler. The Economics of Tourism. Rutledge, London and New York

**OUTCOME MAPPING:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>
<b>CO 1</b>	<b>3</b>		<b>2</b>		<b>2</b>	
<b>CO 2</b>			<b>2</b>	<b>2</b>	<b>2</b>	
<b>CO 3</b>	<b>3</b>		<b>2</b>			<b>2</b>
<b>CO 4</b>				<b>2</b>	<b>2</b>	
<b>CO 5</b>	<b>2</b>		<b>2</b>			<b>2</b>

<b>SEMESTER: IV</b> <b>PART: III</b> <b>INTERNAL</b> <b>ELECTIVE – II</b>	<b>22UBBAE47-3: TALENT AND KNOWLEDGE</b> <b>MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 4 /W</b>
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**COURSE OBJECTIVES**

At the end of this course the learner is expected to:

1. What is talent management and how critical is it for the organizations excellence
2. Explain the stages in talent planning
3. Summarize the process of creating/ identifying talent and creating a talent pipe line
4. Describe how the talent is being searched in an organization and recognized
5. Describe the ways to improve talents in an organization
6. Describe the process of performance management, talent retention in an organization
7. Talent management best practices

**Unit 1: Talent Management Concepts****Hours: 12**

Talent Management Concepts – What is talent management?, Why talent management? Integration with HRM activities (Integrated talent management)- talent management framework and models – Recent models like Bersin& associates ,four step approach to talent management by Campbell.

**Unit 2: Talent management planning****Hours: 12**

Talent management planning -What is talent pipe line – Job analysis – Factors affect talent planning- Methods of talent planning (using the tools like excel , other tools from industry) recruitment methods ( internal and external sourcing)- modern methods in recruitment and selection ( E- recruitment ,Virtual , Linked in , twitter , AI based recruitment)- on boarding – Induction- Mock interviews Improving talents through – Coaching – Mentoring – Videos on coaching and mentoring- Job rotation – cross killing – up skilling- motivation-counseling.

**Unit 3: Performance management****Hours: 12**

Performance management – methods in measuring performance (force choice, appraisal form, critical incident) and productivity – Normalization- Bell curve- Bias in performance assessment-how to overcome and do a roust assessment.

**Unit 4: Compensation plan****Hours: 12**

Compensation plan – how to structure rewards plan – elements of rewards and recognition -Monetary and non-monetary rewards scheme – examples from industry- Various approaches to retain talents- Staggered pay systems.

**Unit 5: Talent management best practices from industry****Hours: 12**

Talent management best practices from industry – talent audit- challenges in talent management/ contemporary issues

**COURSE OUTCOMES**

1. Analyze the theoretical knowledge with the practical aspects in the fields of management.
2. Appreciate the dynamic and complex working environment of Business
3. Demonstrate critical thinking skills in understanding managerial issues and problems related to the global economy and international business.
4. Students will have proficiency in financial accounting, cost and management accounting and financial management concepts
5. Demonstrate the ability to analyze complex, unstructured qualitative and quantitative problems by collecting, analyzing data by using accounting, financial, mathematical, statistical tools, and information and communication technologies to solve the complex business problems.

**Text Books**

1. Berger L.A and Berger D.R, The Talent management handbook, McGraw Hill Education India

**Supplementary Readings**

1. Shukla, R., Talent management: Process of developing and integrating skilled worker, Global India Publications, New Delhi.
2. Silzer, R. and Dowell, B.E. (eds.), Strategy drive talent management: A leadership imperative, Publication of the Society for Industrial and Organizational Psychology.
3. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributors

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>		<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO2</b>	<b>2</b>		<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO4</b>	<b>3</b>	<b>2</b>	<b>2</b>		<b>2</b>	
<b>CO5</b>	<b>2</b>	<b>3</b>			<b>2</b>	<b>2</b>

<b>SEMESTER: IV</b>	<b>22UBBAN48: PERSONALITY ENHANCEMENT</b>	<b>CREDIT: 2</b>
<b>PART: IV</b>		<b>HOURS: 2/W</b>
<b>NME: II</b>		

**COURSE OBJECTIVES**

1. To impart knowledge to develop the presentation skills and help them to make their presentations effectively

**Unit 1 :** **Hours: 6**

Managerial personality: Definition of personality - Basics of personality - personality - Development of personality - Theories of personality.

**Unit 2:** **Hours:6**

Attitude: Attitude - nature - components - functions; Values- definition and t

**Unit 3:** **Hours:6**

Self Development: Self- awareness- Self-confidence - Goal setting - Time N - Effective Planning - Human growth and behavior

**Unit 4:** **Hours:6**

Self Management: Stress management - Meditation and concentration technics - Self acceptance and growth

**Unit 5:** **Hours: 6**

Transactional analysis: Ids -Ego -Super ego -Transactions- Life positions - Interpersonal relations.

**COURSE OUTCOMES**

1. Understand the basics of personality and use the theories of personality
2. Analyze the attitude and values
3. Plan for self development and Time Management.
4. Demonstrate self management through stress management and attain self growth
5. Evaluate ego states and life positions and develop interpersonal relations

**Text Books (In API Style)**

1. J.M.Patel, Personality Development, Vista publishers, Mumbai.

**Supplementary Readings**

2. S.P. Sharma, A younters guide to Personality Development, V&S Publications
3. B.Elizabeth and Hurluck, Personality Development, McGraw Hill, New Delhi
4. S.R.Khan, Personality Development, Readers Delight, New Delhi

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>C01</b>	3					
<b>C02</b>				3		
<b>C03</b>					2	
<b>C04</b>		2				
<b>C05</b>				3		

<b>SEMESTER: V</b>	<b>22UBBAC51: FINANACIAL MANAGEMENT</b>	<b>CREDITS: 5</b>
<b>CORE: VIII</b>		<b>HOURS:5/W</b>
<b>PART:III</b>		

**COURSE OBJECTIVES**

1. To expose learners as beginners to various concepts and principles of financial management
2. To develop in them decision- making skills on various financial matters
3. To acquaint them with various tools for the management and understanding of finance.

**Unit 1: Financial Management Functions and Objectives****Hours: 12**

Financial Management - Meaning and Scope - Finance Functions – Profit Maximization and Wealth Maximization – Sources of Finance - Short term - Bank sources – Long term - Shares - debentures, preferred stock – debt.

**Unit 2: Cost of Long-term Sources of Finance****Hours: 15**

Cost of Capital – Concept, Importance – Classification – Calculation of Cost of Debt, Cost of Equity and Cost of Preference Shares - Cost of Retained Earnings – Weighted Average Cost of Capital.

**Unit 3: Capital Leverage and Dividend Decision****Hours: 18**

Leverages – Meaning and Significance – Types: Operating, Financial and Combined Leverages – EBIT and EPS Analysis, Dividend– Forms of Dividend – Factors determining dividend - Dividend Theories and Dividend Policies

**Unit 4: Capital Structure – Theories and Approaches****Hours: 12**

Capital Structure Planning – Meaning and Scope – Approaches: Net Income Approach – Net Operating Income Approach – MM Approach – Arbitrage Process – Traditional Approach – Indifference Point – Optimum Capital Structure.

**Unit 5: Investment Decision–Long-term and Short-term Assets Mix****Hours:18**

Capital Budgeting (Investment Decisions) – Concept and Importance - Appraisal Methods: Pay Back Method – Discounted Cash Flow Method - NPV Method, Excess Present Value Index, IRR and ARR. Working Capital – Factors determining working capital requirement – Simple exercises to calculate working capital requirement.

(Marks: Theory 40% and Problems 60%)

**COURSE OUTCOMES**

- 1) At the end of the course, the student will be able to practice and to
- 2) Analyze the functions of finance manager who entails planning, organizing, controlling, monitoring and evaluating the financial resources of an organization to achieve its overall objectives.
- 3) Describe the characteristics of various sources of long term financing. Expound various sources of finance and its cost of capital, views on relationship between capital structure, cost of capital and value of the firm.
- 4) Discuss the techniques of Capital budgeting and explore certain advanced issues in capital budgeting techniques.

- 5) Analyze the key issues related to working capital policy and various factors of working capital requirement.
- 6) Expound the profit distribution policies of the firm, various approaches and study involved in the dividend policy. Sources of finance and its cost of capital, views on relationship between capital structures, cost of capital and value of the firm.

#### Text Books

1. KHAN, M.Y. JAIN, P.K. (2019) *Financial Management: Text, Problems and Cases*, (8<sup>th</sup> Edition), New Delhi, TATA McGraw Hill.
2. MAHESWARI. S.N. *Financial Management: Principles and Practice*, (10<sup>th</sup> Edition), New Delhi, Sultan Chand & Sons, Educational Publishers.
3. PANDEY. I.M. *Financial Management: Text, Problems and Cases*, (10<sup>th</sup> Edition), Noida, VIKAS PUBLISHING HOUSE PVT. LTD.

#### Supplementary Readings

1. PRASANNA CHANDRA. (2019) *Financial Management: Theory & Practice*, (10<sup>th</sup> Edition), New Delhi, TATA McGraw Hill.
2. Dr. Murthy. A., *Financial Management*, Margham Publications,

#### OUTCOME MAPPING

	PO1	PO2	PO3	PO 4	PO 5	PO 6
CO 1	3		2		2	
CO 2			2	2	2	
CO 3	3		2			2
CO 4				2	2	
CO5	3	3		3		2

<b>SEMESTER: VI</b>	<b>22UBBAC52: MARKETING MANAGEMENT</b>	<b>CREDITS: 5</b>
<b>CORE: IX</b>		<b>HOURS: 6/W</b>
<b>PART: III</b>		

**COURSE OBJECTIVES**

1. The aim of the course is to develop an overview regarding concepts underlying in the marketing management process.
2. To expose students to marketing concepts and trends in the market
3. To promote the ability to relate consumer behaviour and market trends
4. To make students realize the relationship between marketing channels and corresponding strategies.

<b>Unit 1:</b>	<b>Hours: 20</b>
Marketing – Definition – Objectives -Importance of marketing – Concepts of Marketing –Marketing Functions-Role of a Marketing Manager - Marketing Mix	
<b>Unit 2:</b>	<b>Hours: 18</b>
Product – Product classification – Steps in New product Development – Product Mix – Product Life Cycle – Stages - Branding and Packaging.	
<b>Unit 3:</b>	<b>Hours: 20</b>
Pricing –Meaning, Objectives – Kinds of Pricing-Procedure for pricing determination-Factors affecting pricing – Channels of Distribution – Channel functions – Factors considered in Channel selection – Retailing and Wholesaling.	
<b>Unit 4:</b>	<b>Hours:20</b>
Promotion –elements of promotion mix-Advertising –objectives– Types of Advertising - Advertisement Copy – Advertising Media – Media Selection - Advertising Agency – Functions – Selection of Advertising Agency – Evaluation of Advertising effectiveness.	
<b>Unit 5:</b>	<b>Hours: 12</b>
Sales Promotion – Objectives – Methods of Sales Promotion-steps in personal selling Online Marketing – Meaning – Importance.	

**COURSE OUTCOMES**

1. Understand the evolution, nature and scope of Marketing, Role of Marketing Manager and Elements of Marketing Mix
2. Apprehend knowledge on product planning and Development, Managing Product Life Cycle, Branding and packaging
3. Gain knowledge on Price Determination, various Pricing methods, policies and strategies, Functions of Distribution Channel ,Wholesaling and Retailing.
4. Get knowledge on Advertising media selection, Advertising Agency and Measuring Advertising effectiveness.
5. Understand the Sales Promotion and On line Marketing.

**Text Books**

1. Marketing Management – R.S.N.Pillai and Bhawathi

**Supplementary Readings**

1. Marketing Management - C.B.Gupta
2. Advertising Excellence by Boyee, Thill, Dovel & Wood, McGraw Hill Publications, 1998
3. Contemporary Advertising by Arens and Boyee, 12<sup>th</sup> Edition, McGraw Hill

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>
<b>CO 1</b>	3		2		2	
<b>CO 2</b>		3		2	2	
<b>CO 3</b>	2		3			2
<b>CO 4</b>		3		2	2	
<b>CO 5</b>	2		2			2

<b>SEMESTER: V</b>	<b>22UBBAC53: RESEARCH METHODOLOGY</b>	<b>CREDITS: 5</b>
<b>CORE: X</b>		<b>HOURS: 6/W</b>
<b>PART: III</b>		

**COURSE OBJECTIVES**

1. Introduce the basic concepts of research and apply the fundamental of sampling techniques.
2. Learn about types of sampling and its types.
3. To understand the analysis of data collection.
4. Learn the processing of collection data.
5. To know about Interpretation of results.

**Unit 1: Research Formulation and Design****Hours: 15**

Motivation and objectives – Research methods vs. Methodology. Types of research – Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical, concept of applied and basic research process, criteria of good research. Defining and formulating the research problem, selecting the problem, necessity of defining the problem, importance of literature review in defining a problem, literature review-primary and secondary sources, reviews, monograph, patents, research databases, web as a source, searching the web, critical literature review, identifying gap areas from literature and research database, development of working hypothesis.

**Unit 2: Sampling and Scaling****Hours: 10**

Sampling Design – Steps - Types - Sampling Errors and Non-Sampling Errors – Factors Influencing the Size of the Sample - Scaling – Classification of Measurement Scales – Scaling.

**Unit 3: Data Collection and analysis****Hours:10**

Accepts of method validation, observation and collection of data, methods of data collection, sampling methods, data processing and analysis strategies and tools, data analysis with statically package (Sigma STAT, SPSS for student t-test, ANOVA, etc.), hypothesis testing.

**Unit 4: Processing the data****Hours:10**

Hypothesis – Basic Concepts Concerning Testing of Hypothesis - Procedure for Hypothesis Testing – Z Test - T Test - Chi-Square Test - ANOVA - Application of SPSS (Simple Problems Only).

**Unit 5: Interpretation and Report Writing****Hours:15**

Meaning of Interpretation, Technique of Interpretation, Precaution in Interpretation, Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Type Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions for Writing Research Reports, Conclusions.

**COURSE OUTCOMES**

1. Understand fundamental concepts of research, types and research process
2. Summarize the sampling design and scaling techniques.
3. Construct a method for data collection and able to edit, code, classify and tabulated the collected data.
4. Analyze the collected data to prove or disprove the hypothesis
5. Interpret the data and prepare a research report.

**Text Books**

1. Garg, B.L., Karadia, R., Agarwal, F. and Agarwal, U.K., 2002. An introduction to Research Methodology, RBSA Publishers.
2. Kothari, C.R., 1990. Research Methodology: Methods and Techniques. New Age International. 418p.
3. S.P.Gupta. 2017. Statistical Methods. Sultan Chand & Sons, New Delhi. 44thEdition

**Supplementary Readings**

1. Boyd and Westfall: Marketing Research
2. Gown M.C.: Marketing Research
3. Green Paul and Tall: Marketing Research

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>
<b>CO 1</b>	3		2		2	
<b>CO 2</b>			2	2	2	
<b>CO 3</b>	3		2			2
<b>CO 4</b>				2	2	
<b>CO 5</b>	2		2			2

<b>SEMESTER:V</b> <b>PART:III</b> <b>INTERNAL ELECTIVE - III</b>	<b>22UBBAE54-1 :FINANCIAL SERVICES</b>	<b>CREDIT: 4</b> <b>HOURS: 4/W</b>
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**COURSE OBJECTIVES**

1. To enable the student to give knowledge of business financial services.
2. To enhance knowledge on capital market.
3. To help them understand the process of Hire purchasing.
4. To familiarise oneself with factoring and its types.
5. The student to understand mutual fund and venture capital.

**Unit 1: Concept of Financial Services****Hours: 12**

Financial Services -Meaning -Important -Types of financial services -Functions - overview of financial market -Growth of financial services in India -problems.

**Unit 2: Merchant banking and capital market****Hours: 12**

Merchant banking - meaning - functions - Issue management - managing of new issues -Underwriting -capital market - stock exchange - SEBI guidelines.

**Unit 3: Hire purchase and leasing****Hours: 12**

Hire purchase - concept -evaluation of hire purchase proposals, Leasing -Types - leasing vs hire purchase -Rights and duties of hire vendor and Hire purchaser.

**Unit 4: Factoring and discounting****Hours: 12**

Factoring -Features -Types of factoring -Advantages and disadvantages - Functions -Factoring vs Bills Discounting -Credit rating agency -Merits and defects-Types.

**Unit 5: Mutual Funds****Hours: 12**

Mutual Funds -Meaning - types - functions -Advantages. Venture capital - meaning -methods of venture financing -Limitations of venture capital.

**COURSE OUTCOME**

1. The knowledge about financial market has been understood.
2. The field of capital market has been studied clearly.
3. Understand the various services offered and Risk faced by banks.
4. To acquire an understanding of Various concepts related to leasing, Factoring and bill Discounting.
5. To understand Students with an In-depth knowledge of mutual funds and their functioning.

**Textbook**

1. Financial management -Dr.Prasanna Chandra.
2. Financial market and services -Gordon & Nadarajan.
3. Financial Services -Dr. S.GuruSamy.
4. Merchant banking -Dr.Varma.

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>C01</b>	2					
<b>C02</b>					3	
<b>C03</b>	2					
<b>C04</b>				2		
<b>C05</b>						2

<b>SEMESTER: II</b> <b>PART: III</b> <b>INTERNAL ELECTIVE - III</b>	<b>22UBBAA54-2: E-COMMERCE</b>	<b>CREDIT: 4</b> <b>HOURS:4/W</b>
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**Course Objectives:**

- To Learn the E-Commerce Platform and its concepts.
- To Understand the Technology, infrastructure and Business in E-Commerce.
- To Understand the Security and Challenges in E-Commerce.
- To Build an Own E-Commerce using Open Source Frameworks.

**Unit 1: E-Commerce Introduction****Hours:15**

Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India.

Network Infrastructure: Introduction, Network Infrastructure- An Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web

**Unit 2: E-Commerce Infrastructure****Hours:15**

E-commerce Infrastructure: Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website.

Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisations, Organization of Business in an e-Enterprise

**Unit 3: E-Commerce Models****Hours:10**

E-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model.

Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners.

**Unit 4: Management of Risk****Hours:10**

Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm. Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

**Unit 5: Electronic Data Interchange****Hours:10**

Electronic Data Interchange(EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet E-Marketing: The scope of E-Marketing, Internet Marketing Techniques

**COURSE OUTCOMES:**

1. To Understand the Ecommerce Concepts
2. To Understand about Managing the E-Commerce.
3. To Understand about Ecommerce models
4. To know about Management Risk
5. To Understand about Electronic data Interchange

**Text Books:**

1. Kenneth C.Laudon, Carol Guercio Traver –E-Commerce, Pearson, 10th Edition, 2016
2. Kalakotta, Elements of E-Commerce
3. Gary P.Schneider-Ecommerce

**Supplementary Readings:**

1. Efraim Turban-E-Commerce
2. David King-E-Commerce
3. Pearson Education Asia-2000

**OUTCOME MAPPING:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>
<b>CO 1</b>	<b>3</b>		<b>2</b>		<b>2</b>	
<b>CO 2</b>			<b>2</b>	<b>2</b>	<b>2</b>	
<b>CO 3</b>	<b>3</b>		<b>2</b>			<b>2</b>
<b>CO 4</b>				<b>2</b>	<b>2</b>	
<b>CO 5</b>	<b>2</b>		<b>2</b>			<b>2</b>

<b>SEMESTER:IV PART:III INTERNAL ELECTIVE - III</b>	<b>22UBBAE54-3: HOTEL MANAGEMENT</b>	<b>CREDIT: 4 HOURS: 4/W</b>
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**COURSE OBJECTIVES**

1. To provide students with a detailed knowledge on the origin, history and operations of the hospitality industry.
2. To make students to understand the various departments that are operating in the hotels
3. To make students familiar about various job positions, duties and responsibilities of staffs
4. To familiarize students about various equipment's, machineries software applications that are existing in the hotel industries
5. To provide insight into hotel products, guest needs, pricing, marketing, promotion, overall control etc
6. To make students to understand about licensing laws, governments regulations, food and beverage dispensing rules and procedures

**Unit 1 :****Hours: 12**

Hotel industry - introduction and evolution - classification of hotels - types of accommodation - intermediary accommodation, grouping of accommodation - Development of Hotel Industry in India - industry define - early history of hotel industry - Hotel Industry vs. Tourism Industry.

**Unit 2:****Hours: 12**

Characteristics of hotels - Major and minor departments in the hotels and its activities. Duties and responsibilities of various department staffs - Major and minor equipment's and tools in various departments, its usage and operations

**Unit 3:****Hours: 12**

Types of hotel guests and their needs - Selection of hotel-Room rates - Hotel brochures and tariffs - Property Management systems - Reservation Management system - Revenue Management system - Guest account Management system - General Management system - Back office and system

**Unit 4:****Hours: 12**

Marketing functions at its relevance to Hotel Industry - Model of consumer market - Personal characteristics affecting consumer behaviour - Buyers decision process - Defining Customer Value and Satisfaction - Relationship Marketing - Retaining Customers - sales - purchasing - storage system - industry levels - ordering levels - costing - recipe costing - menu pricing - hotel security.

**Unit 5:****Hours: 12**

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

**COURSE OUTCOMES****After the completion of the Unit 1, students will be able to;**

1. Understand the historical background of hospitality industry.
2. Appreciate how hotel operates.
3. Identify factors for classifying hotels.
4. Recognize the organizational structure of hotels.
5. Understand the relationship between hotel industry and tourism

**2. After completion of the Unit 2, students will be able to;**

1. Understand the Major and the minor departments in the hotels
2. Activities that are performed in various departments in the hotels
3. Analyze the importance of inter-departmental communication in hotel operation.
4. Know the duties and responsibilities of staffs working in various departments in the hotels
5. Understand and operate various tools and equipment's used in the hotels.

**3. At the end of the Unit 3 students shall be able to:-**

1. Understand the different types of guests and their needs
2. Describe guest services and guest accounting tasks appropriate to hotels
3. Identify basic features of front office applications common to property Management system.
4. Explain the function and operation of the various systems such as PMS, RMS, RVMS, GAMS, GMS, etc
5. Understand about the back office management system and its procedures

**4. At the end of the Unit 4 the students will be able;**

1. To get acquainted with the underlining principles and concepts of marketing and their relevance in hospitality industry
2. To help students understand the different marketing tools to be used in order to create and deliver superior customer value
3. To help students acquire the wisdom of developing an effective hospitality marketing program.
4. To help students see how the marketing mix is applied in a hospitality industry.

**5. After the completion of the Unit 5 students shall be able to:-**

1. Understand the licensing laws and regulations of the hospitality industries
2. Identify the inspection safety and regulatory bodies
3. Analyze the local area rules and the concerned departments pertaining to license, its renewal and other formalities.
4. Identify the various problems that encounter in the food and beverage service operations

**Text Books (In API Style)****Unit-1**

1. Hotel Front office Training Manual-Sudhir Andrews
2. Hotel Food and Beverage Service Training Manual Sudhir Andrews
3. Hotel House Keeping Training Manual Sudhir Andrews
4. Principles of Cookery
5. Modern Cookery Vol 1, 2-Thangam -E-Philip

**Unit-2**

1. Catering Management
2. Food and Beverage Service-Dennis.R.Lillicrap & John A Cousins
3. Hotel Housekeeping management-Branson & Lennox
4. Front office management

**Unit-3**

1. Catering Management-Vijay Dhawan
2. Front office management

**Unit-4**

1. Philip Kotler et. all - Marketing for Hospitality and Tourism, Prentice Hall, 2003
2. Derek Taylor - Hospitality Sales & Promotion Strategies for Success, Reed Educational & Professional Publishing Ltd., 2001
3. Cooper et. all - Tourism; Principles and Practice, Prentice Hall, 1998
4. Bill Marvin - Guest based Marketing - How to increase restaurant sales without breaking your budget, John Wiley & Sons, 1997

**Unit-5**

1. Lea R. Dopson & et al.(2008). Food And Beverage Cost Control. John Wiley & Sons, Inc., Hoboken, New Jersey

**Supplementary Readings**

1. [https://www.academia.edu/1408229/Hotel\\_management\\_and\\_operations](https://www.academia.edu/1408229/Hotel_management_and_operations)
2. [https://www.boeken.com/file/ebooksample/9789001878917\\_h1.pdf](https://www.boeken.com/file/ebooksample/9789001878917_h1.pdf)
3. <https://www.university.youth4work.com/study-material/hotel-management-lecture>

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3					
<b>CO2</b>		2				
<b>CO3</b>				2		
<b>CO4</b>					2	
<b>CO5</b>					2	

<b>SEMESTER: V</b> <b>PART: IV</b> <b>SKILL BASED</b> <b>COURSE: III</b>	<b>22UBBAS55: PERSONALITY DEVELOPMENT</b>	<b>CREDIT: 2</b> <b>HOURS: 3/W</b>
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### **COURSE OBJECTIVES**

1. To develop student's personality through learning of personality traits, self confidence, self management and transactional analysis.

#### **Unit 1: Managerial Personality**

**Hours: 9**

Definition of personality – basics of personality – determinants of personality – development of personality – theories of personality.

#### **Unit 2: Personality Traits**

**Hours: 9**

Definition – Nature and importance of perception. Factors influencing the perception, Factors influencing the perception.

#### **Unit 3: Self Development**

**Hours: 9**

Self-awareness – self-confidence – mnemonics – goal setting – time management and effective planning. Human growth and behavior.

#### **Unit 4: Self Management**

**Hours: 9**

Stress management – meditation and concentration techniques – self hypnotism – self acceptance and growth.

#### **Unit 5: Transactional Analysis**

**Hours: 9**

Id – Ego – Super ego – Transactions – Life position – winners and losers – Interpersonal Relation.

### **COURSE OUTCOMES**

#### **On the successful completion of the course students will be able to:**

1. Develop an managerial personality, factor influencing the perception.
2. Understand the nature and importance of the perception.
3. Develop the self-awareness, self-confidence, time management and effective planning.
4. Develop the stress management, meditation and concentration techniques.
5. Understand the interpersonal relations.

#### **Text Books**

1. J.M.Patel, Personality Development, Vista Publisher, Mumbai – 400 001

#### **Supplementary Readings**

1. S.P.Sharma, A youngster guide to Personality Development, V& S Publishers, F-2/16, Ansari Road, Daryaganj, New Delhi-110 002
2. B.Elizabeth and Hurluck, Personality Development, McGraw Hill, New Delhi.
3. S.R.Khan, Personality Development, Readers Delight, 12-H, New Daryaganj Road, Opp. To Kotwali, New Delhi-110 002.

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>			<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>
<b>CO2</b>			<b>3</b>		<b>2</b>	<b>3</b>
<b>CO3</b>			<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO4</b>	<b>2</b>		<b>2</b>		<b>3</b>	<b>3</b>
<b>CO5</b>		<b>3</b>	<b>2</b>			<b>2</b>

<b>SEMESTER: VI</b>	<b>22UBBAC61: INDUSTRIAL RELATIONS &amp; LABOUR LAW</b>	<b>CREDITS: 5</b>
<b>CORE: XI</b>		<b>HOURS:6/W</b>
<b>PART: I</b>		

**COURSE OBJECTIVES**

1. To provide knowledge about basic concept of computer.
2. To help students to know the usage of MS –word its benefits in business.
3. To help students to know the usage of Excel in reporting and research
4. To help students to know the process of designing presentations using PPT
5. To provide knowledge about E-Commerce, and its applications

**Unit 1: Concept of Industrial Relations****Hours: 18**

Industrial relations–Role–Importance–Trade Union–Role of Trade Union–Function–Industrial dispute and their Resolution.

**Unit 2: Participative Management****Hours: 18**

Participative Management–Structure–Scope–Methods of participative Management–Works Committee – Joint Management Council’s Prerequisite For Successful Participation –collective Bargaining–Role Of Government In Collective Bargaining.

**Unit 3: Industrial Unrest****Hours: 18**

Industrial Unrest–Employee Dissatisfaction–Grievances–Procedure for grievance Redressal–Disciplinary Action – Domestic Enquiry–Strike–Lockout–Prevention of Strike & Lockout.

**Unit 4: Factories Acts****Hours: 18**

Factories Act1948 –Health–Safety of Employees–Welfare Measures.

**Un it 5: Workmen’s Compensation Act 1968**

Workmen’s Compensation Act 1968 - International Labour Organization – Role &Functions.

**COURSE OUTCOMES**

1. After studied Unit-1 student will be able to understand the importance of industrial relation and know the role of trade union and know the industrial disputes and their resolutions
2. After studied Unit-2 the student will be able to understand the meaning of participative management and its structure and know the different committee and find the pre requisite for successful participation in collective bargaining systems.
3. After studied Unit-3 the student will understand the meaning of industrial unrest and the reasons for employee dissatisfaction and disciplinary action. The student also understands the various method of strike and prevention.
4. After studied Unit-4 the student is able to understand the Indian factories act and provisions regarding welfare, safety and health of workers.
5. After studied Unit-5 the students are able to understand the concepts of workmen’s compensation act and provisions and also know the international labour organisation role and its various functions.

**Text Books**

1. Srinivasan M.R - Industrial Relation & Labour Organization-Margham Publications
2. Aswathapa-Human Resource Management and Personal Management, Tata McGrawHill Publications

**Supplementary Readings**

1. Arun Monappa-Industrial Relations-Tata McGraw Hill Publication
2. Dr.V.Balu - Industrial and Labour Relations – Sri Vengesteshwara Publications

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>		3				
<b>CO2</b>	2					
<b>CO3</b>		2				
<b>CO4</b>		2				
<b>CO5</b>						

<b>SEMESTER: VI</b> <b>PART: III</b> <b>CORE: XII</b>	<b>22UBBAC62: STRATEGIC MANAGEMENT</b>	<b>CREDIT: 5</b> <b>HOURS: 6/W</b>
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### Course Objectives

1. To know the importance of strategic management in an organization.
2. To learn the corporate strategy, strategic planning, formulation of strategy, project life cycle and SWOT analysis.
3. To know generic strategic alternatives, horizontal and vertical diversification.
4. To understand the external growth strategy, mergers, acquisition, amalgama joint ventures, problems of an organizational structure and corporate developm line and staff function and the management of change.
5. To learn the implementation of strategy, elements of strategy, importanc leadership and organizational climate, planning and control of implementation.

### Unit I : The Business System

**Hours: 12**

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

**Hours: 12**

Corporate strategy - nature and scope - characteristic of corporate strategy- process of strategic planning - formulation of strategy - project life cycle - Portfolio analysis - SWOT.

### Unit III: Generic strategic alternatives

**Hours: 12**

Generic strategic alternatives - Michael Porter's generic strategies- Grand strategies/ Directional Strategy- horizontal, vertical diversification - active and passive alternatives.

### Unit IV: External growth strategy

**Hours: 12**

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: Strategy Implementation and control

**Hours: 12**

Strategy Implementation and control - elements of strategy - interrelationship between strategy formulation and implementation- issues in strategy implementation- Strategic Business Unit (SBU) and core competencies- leadership and strategic implementation- strategic change - steps to initiate strategic change- Kurt Lewin change process- strategic control- types of strategic control- organizational climate - planning and control of implementation.

**Course Outcomes**

1. Student will be able to learn the business system, balancing business objectives with mission and vision. Appreciate strategic analysis of corporate goals and its capabilities.
2. student will be able to understand the corporate strategy, process of strategic planning, formulation of strategy, project life cycle, portfolio analysis and SWOT analysis.
3. Student will be able to learn generic strategic alternatives - horizontal and vertical diversification.
4. Student will be able to understand external growth strategy, mergers, acquisition, amalgamation, joint ventures, problems of organizational structure and the management of change.
5. Student will be able to learn the implementation of strategy, elements of strategy, significance of leadership and organizational climate, planning and control of implementation.

**Text Books**

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

**Outcome Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	<b>2</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>CO2</b>	<b>2</b>	<b>2</b>	<b>2</b>			<b>2</b>
<b>CO3</b>	<b>2</b>	<b>2</b>		<b>2</b>	<b>2</b>	
<b>CO4</b>	<b>3</b>	<b>3</b>	<b>2</b>		<b>3</b>	
<b>CO5</b>	<b>3</b>	<b>2</b>		<b>3</b>	<b>2</b>	

<b>SEMESTER: VI CORE: XIII PART: III</b>	<b>22UBBAC63: ENTREPRENEURSHIP AND SMALL BUSINESS</b>	<b>CREDITS:4 HOURS: 5/W</b>
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**COURSE OBJECTIVES**

1. To enable the students understand the Entrepreneurial environment
2. To impart knowledge and skills needed to become a women entrepreneur
3. Identify the key elements of a good business plan
4. To impart information about process, rules and regulations for setting up new projects
5. To educate the student about provision for starting small industry

**Unit 1: Concept of entrepreneurship****Hours: 18**

Entrepreneurship -Meaning -Types -Functions of entrepreneur -Role of entrepreneur in economic development -Qualities of an entrepreneur.

**Unit 2: Women entrepreneurs****Hours: 20**

Institutional arrangements for entrepreneurship development -SIDCO, SISI, TIIC, SIDBI, DIC, NSIC, IDBI, IFCI. Women Entrepreneur -Functions -Problems -Suggestion for the development of women Entrepreneur.

**Unit 3: Business plan****Hours: 20**

Business ideas-Identification of business opportunities -Marketing feasibility -Finance Feasibility -Technical feasibility -Legal feasibility .

**Unit 4: Project management****Hours: 14**

Project identification - Formulation -Project appraisal -Project design and network analysis.

**Unit 5: SSI****Hours: 18**

Small business -Meaning -Characteristic -Sickness in small industries and their remedial measures -Benefits to industrial units located in background areas -Industrial Estates

**COURSE OUTCOMES**

1. Ability to recognize a business opportunity that fits the Individual students
2. To educate the student about provision for starting small industry
3. Learn the concept about EDP, Project appraisal and methods of project appraisal
4. The student can start an industry on their own.
5. Learn the small business, sickness and remedial

**Text Books**

1. Saravanavel.,p, Entrepreneurship development
2. Entrepreneurial development in India-Dr.C.B.Gupta, N.P.Srinivasan Sultan chandani &sons
3. Jayshree Suresh -Entrepreneurial development -Madhyam Publication
4. Kanha, Entrepreneurial development.

**Supplementary Readings**

1. Poornima M. Charantimathv (2006 ) “Entrepreneurship Development and Small Business Enterprises,” Dorling Kindersley (India) Pvt. Ltd, New Delhi.
2. Sanjay, Anshuja Tiwari (2007) Entrepreneurship Development in India”, sarup & Sons publications, New Delhi.
3. Ramachandran (2009) Entrepreneurship DevelopmTata McGraw –Hill Education Pvt.Ltd. New Delhi.
4. Pawan Kumar Sharma (1991) “Development banks and entrepreneurship promotion in India”, Mittal publications, New Delhi.
5. C.P. Yadav ( 2000) ‘Encyclopaedia of Entrepreneurship Development, Anmol Publications , New Delhi.

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3					
<b>CO2</b>			2	2		
<b>CO3</b>					2	
<b>CO4</b>			2			3
<b>CO5</b>					3	

<b>SEMESTER: VI</b> <b>PART: III</b> <b>CORE PRACTICAL: III</b>	<b>22UBBAP64: BASICS OF SPSS (PRACTICAL)</b>	<b>CREDIT: 3</b> <b>HOURS: 4/W</b>
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**PRACTICAL PROGRAMMES:**

- 1) Overview & Windows
- 2) Starting a SPSS Session.
- 3) Creating a new data set.
- 4) Creating a new data set from other file format.
- 5) Opening an existing SPSS data set.
- 6) Mean, Sum, Standard Deviation, Variance, Minimum Value, Maximum Value & Range.
- 7) Correlation.
- 8) Generating Scatter plots.
- 9) Generating a Histogram.
- 10) Generating a Box Plot.
- 11) Linear Recursion.
- 12) Analysis of Variance.

<b>SEMESTER: VI</b> <b>PART: III</b> <b>INTERNAL</b> <b>ELECTIVE: IV</b>	<b>22UBBAE65-1: MATERIAL MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 4/W</b>
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### Course Objectives

1. Comprehend the role of Material Management.
2. To understand the fundamentals of Maintenance management.
3. To understand the Purchasing Principles and Vendor rating.
4. To know about Inventory control and material handling.
5. To understand the Concept of Store management and importance of store layout.

#### UNIT-I : Material Management on overview

**Hours: 15**

Material Management -Meaning -Functions -Objectives and importance - Problems -Material Requirement Planning (MRP) -Basis..

#### UNIT-II: Maintenance Management

**Hours: 15**

Maintenance management -Meaning -Objectives -Function -Importance -Impact of poor maintenance -Types of maintenance

#### UNIT-III: Purchasing Management

**Hours: 15**

Purchasing -Definition -Nature -Objectives -Principles -Responsibilities of Purchase department -Purchasing cycle -Methods -Vendors -Objectives -vendor rating -JIT.

#### UNIT-IV: Inventory Management

**Hours: 15**

Inventory control - Meaning -Importance-Tools - ABC - VED - FSN Analysis - EOQ. Material handling - Objectives - Functions - Problems - Equipments - Criteria for selecting material handling equipments.

#### UNIT-V: Store Management

**Hours: 15**

Store keeping -Objectives -Functions of store keeper -Centralised and decentralized store keeping -Store management -Store design -Importance of store layout.

### Course Outcomes

1. Students get well expert in understanding the material Management.
2. Know Types of maintenance.
3. Learn how to purchasing and vendor rating.
4. Acquire knowledge of Inventory control and Material handling.
5. Learn on Store keeping and store layout.

**Text Books**

1. Material Management -Varma M M .Sultan Chand and sons 4 th Edition,2012
2. Production and Material Management -Saravanel P & Sumathi
3. Production and operation management -K Ashwathappa,Himalaya publishing house.
4. Operation management and control -C .B.Gupta -Sultan Chand and sons.
5. Material Management -Gopalakrishnan and Sundareshan

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>P06</b>
<b>CO1</b>			2		3	
<b>CO2</b>						
<b>CO3</b>				3		
<b>CO4</b>		2				
<b>CO5</b>			2			

<b>SEMESTER:VI</b>	<b>22UBBAA65-2: PORTFOLIO MANAGEMENT</b>	<b>CREDIT: 4</b>
<b>PART:III</b>		<b>HOURS: 4/W</b>
<b>INTERNAL ELECTIVE - IV</b>		

**COURSE OBJECTIVES**

1. To study introduction about the investment management.
2. To evaluate whether a stock is fairly valued when its risk and the time value of money are compared to its expected return.
3. To study about risk return policy.
4. To create an idea about real assets, Financial assets.
5. To meet financial goals.

**UNIT-1 INTRODUCTION****Hours: 12**

Investment -Meaning -Process -Factor favourable for Investments -Portfolio management -Types of portfolio management -Basic principles -Need -Risk on portfolio .

**UNIT-2 CAPM****Hours:12**

Modern portfolio theory -Capital Asset pricing model CAPM -Role of Beta - Portfolio investment strategy -Asset allocation.

**UNIT-3 RISK AND RETURN****Hours: 12**

Risk and return -concepts -Return measurement -Relationship between risk and return .Risk -Classification -Systematic and unsystematic risk -Measurement of risk.

**UNIT-4: INVESTMENT ANALYSIS****Hours: 12**

Fundamental analysis -Economy analysis -Industry analysis -Company analysis -SWOT.

**UNIT-5: INVESTMENT AVENUES****Hours: 12**

Investment avenues -Real Assets -Financial assets -Mutual fund operations - Derivatives -Picsart income and variable securities.

**COURSE OUTCOME**

1. To knowledge about investment management has been studied.
2. To know minimise the risks involved in investing and also increase the chance of making profit.
3. The students have know about Investment and risk return policies.
4. Learn the process of Investment analysis.
5. To study the various alternatives of investment which are available in the market.

**Text book**

1. Security Analysis and Portfolio Management -V .Avadhani,Himalaya publishing house.
2. Investment management -V K .Bhalla.
3. Investment management -Preeti singh,Himalaya publishing house

**Supplementary Readings**

1. W. F. Sharpe (1970). Portfolio Theory and Capital Markets. New York: McGraw-Hill.
2. W. F. Sharpe (1972). Risk, market sensitivity and diversification. Financial Analysts Journal 28, 1 (January/ February): 74–79.
3. W. F. Sharpe (1976). The parable of the money managers. Financial Analysts Journal 32, 4 (July/August).
4. W. F. Sharpe (1978). Major investment styles. Journal of Portfolio Management, Winter: 68–75.

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2					
<b>CO2</b>					2	
<b>CO3</b>		2				
<b>CO4</b>			2			
<b>CO5</b>						2

<b>SEMESTER: VI</b> <b>PART: III</b> <b>INTERNAL</b> <b>ELECTIVE - IV</b>	<b>22UBBAE65-3: REWARD MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 4/W</b>
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### **COURSE OBJECTIVES**

1. To acquaint you with the various aspects of HRM that relates to reward
2. To provide a working understanding of each dimension of reward that must be dealt with management.
3. To leave students with a working knowledge and a confidence to tackle these various areas.
4. To analyse the relationship between the environment, strategy and systems of reward management.
5. To identify the ideological premises or theoretical assumptions underlying current reward and performance initiatives.

#### **Unit 1: REWARD MANAGEMENT: AN OVERVIEW**

**Hours: 12**

Reward management definition - The aims of reward management-Achieving the aims The reward system -Elements of a reward system - Factors affecting reward management policy and practice- The development of reward management.

#### **Unit 2: REWARD MANAGEMENT PROCEDURES**

**Hours:12**

Managing reward-Reward procedures -Controlling reward - Conducting general pay reviews- Conducting individual reviews - Communicating to employees - Managing the development of reward systems - The use of computers in reward management. Responsibility for reward- Various roles of Rewards- Using reward consultants.

#### **Unit 3: THE CONCEPTUAL FRAMEWORK**

**Hours:12**

Factors affecting pay levels within organisation-Economic determinants of pay - The significance of the pay levels- Applications - Motivation and reward- The process of motivation - Motivation and incentives and rewards.

#### **Unit 4: PERFORMANCE MANAGEMENT AND REWARD**

**Hours:12**

Performance management definition- Purpose of performance management-Principles of performance management -The performance management cycle - Key features of performance management - Performance management as a motivating process - Performance management and motivation .

#### **Unit 5: REWARD MANAGEMENT FOR SPECIAL GROUPS**

**Hours:12**

Rewarding directors and senior executives-International reward-Rewarding sales and customer service staff-Rewarding knowledge workers-Shop floor pay

**COURSE OUTCOMES**

**On completion of this course, the student will be able to:**

1. A secure knowledge of the conceptual apparatus and theoretical debates informing reward management.
2. An understanding of the key determinants of changes in remuneration practices over the past two decades.
3. An understanding of the rationale embraced in the terms "Reward Management" and "The New Pay - a strategic approach".
4. Design performance pay and indirect pay plans necessary to attract, retain and motivate the workforce.
5. Analyze different types of rewarding procedure of employees on the basis of performance.

**Text Books (In API Style)**

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
3. B D Singh, Compensation And Reward Management, Excel Books, 2008
4. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition

**Supplementary Readings**

- 1) Compensation & Reward Management, BD Singh, 2nd edition, Excel books, 2012.
- 2) Compensation, Milkovich & Newman, 9th edition, 2017, Irwin/McGraw-Hill.
- 3) Compensation and Benefit Design, Bashker D. Biswas, FT Press, 2012.
- 4) An Introduction to Executive Compensation, Steven Balsam, Academic Press, 2002.
- 5) Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Prentice Hall, 2004.
- 6) Compensation Management in Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education.
- 7) Compensation Management, ErSoniShyam Singh, Excel Books.

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>				2		
<b>CO2</b>	3					
<b>CO3</b>	2					
<b>CO4</b>	2					
<b>CO5</b>	3					

<b>SEMESTER: VI</b> <b>PART: IV</b> <b>SKILL BASED</b> <b>COURSE - IV</b>	<b>22UBBAS66: EMPLOYABILITY SKILLS</b>	<b>CREDIT:2</b> <b>HOURS: 3/W</b>
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### COURSE OBJECTIVES

- To impart knowledge to develop the Employability skills of the students and help them to use their skills effectively to get employment

#### Unit 1: Hours: 10

Introduction to Employability Skills - Meaning - Definition - Hard skills and soft skills Employability skills and vocational skills - Employability and employment – Employability attributes.

#### Unit 2: Hours:10

Unpacking Employability Skills Embedded Employability Skills Dimensions of Competency - Task skills - Task Management skills - Contingency Management skills - Job / Role Environment skills.

#### Unit 3: Hours:10

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

#### Unit 4: Hours:10

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

#### Unit 5: Hours: 5

Arithmetic and Logical Reasoning Skills- Exercise..

### COURSE OUTCOMES

- Gain knowledge on Employability skills and Vocational skills for Job market
- Gain knowledge on Embedded Employability Skills, Developing Competency, Task Management and Contingency Management skills
- Gain knowledge on Inter personal Relationship, Communication, Team Work, Problem solving, initiative and self Management
- Gain knowledge Resume Writing and Etiquettes
- Gain knowledge on Arithmetic and Logical Reasoning Skills Gain knowledge on Arithmetic and Logical Reasoning Skills

### Text Books (In API Style)

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

**OUTCOME MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>C01</b>					2	
<b>C02</b>				2		
<b>C03</b>				2		
<b>C04</b>			2			
<b>C05</b>					2	