

**THIRUVALLUVAR UNIVERSITY**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**DEGREE COURSE**  
**UNDER CBCS**  
 [with effect from 2008-2009]

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

Year/ Semester	Part	Subject	Paper	Title of the Paper	Ins. Hrs/ Week	Credit	Exam Hrs	Max. Marks		
								IA	Uni. Exam.	Total
I Year I Semester	I	Language	Paper I		6	3	3	25	75	100
	II	English	Paper I		6	3	3	25	75	100
	III	Core	Paper I	Principles of Management	5	4	3	25	75	100
	III	Core	Paper II	Business Mathematics and Statistics I	5	4	3	25	75	100
	III	Allied I	Paper I	<b>[to choose 1 out of 4]</b> 1. Business Organization 2. Principles of insurance 3. Farm Management 4. Business Ethics	6	5	3	25	75	100
	IV			Environmental Studies	2	2	3	25	75	100
I Year II Semester	I	Language	Paper II		6	3	3	25	75	100
	II	English	Paper II		6	3	3	25	75	100
	III	Core	Paper III	Business Communication	5	4	3	25	75	100
	III	Core	Paper IV	Business Mathematics and Statistics II	5	4	3	25	75	100
	III	Allied	Paper II	<b>[to choose 1 out of 4]</b> 1. Organizational Behavior 2. Principles of Banking System 3. Time Management 4. Fundamentals of Computer	6	5	3	25	75	100
	IV			Value Education	2	2			50	50

Year/ Semester	Part	Subject	Paper	Title of the Paper	Ins. Hrs/ Week	Credit	Exam Hrs	Max. Marks		
								IA	Uni. Exam.	Total
II Year III Semester	III	Core	Paper V	Production Management	5	4	3	25	75	100
	III	Core	Paper VI	Financial Accounting	5	4	3	25	75	100
	III	Core	Paper VII	Strategic Management	5	4	3	25	75	100
		Core	Paper VIII	Managerial Economics	5	4	3	25	75	100
	III	Allied	Paper III	<b>[to choose 1 out of 4]</b> 1. Tourism Management 2. Services Marketing 3. Project Management 4. Office Management	5	5	3	25	75	100
	IV	Skill Based Subject I		Customer Relationship Management	3	3	3	25	75	100
		Non-Major Elective I		Management Concepts	2	2	3	25	75	100
II Year IV Semester	III	Core	Paper IX	Materials Management	5	5	3	25	75	100
	III	Core	Paper X	Management Accounting	5	4	3	25	75	100
	III	Core	Paper XI	Business Environment	5	4	3	25	75	100
	III	Core	Paper XII	Operations Research	5	4	3	25	75	100
	III	Allied	Paper IV	<b>[to choose 1 out of 4]</b> 1. Organizational Psychology 2. Financial Management 3. Hotel Management 4. Reward Management	5	5	3	25	75	100
	IV	Skill Based Subject II		Total Quality Management	3	3	3	25	75	100
		Non-Major Elective II		Training Development	2	2	3	25	75	100
III Year V Semester	III	Core	Paper XIII	Business Law	6	5	3	25	75	100
	III	Core	Paper XIV	Marketing Management	6	5	3	25	75	100
	III	Core	Paper XV	Human Resource Management	6	5	3	25	75	100
		Elective I	Paper I	Entrepreneurial Development	9	5	3	25	75	100
	IV	Skill Based Subject III		E-Business	3	3	3	25	75	100

Year/ Semester	Part	Subject	Paper	Title of the Paper	Ins. Hrs/ Week	Credit	Exam Hrs	Max. Marks		
								IA	Uni. Exam.	Total
III Year VI Semester	III	Core	Paper XVI	Industrial Relations	6	4	3	25	75	100
	III	Core	Paper XVII	Computer Application in Business	6	4	3	25	75	100
		Elective II	Paper II	Marketing Research	6	5	3	25	75	100
		Elective III	Paper III	Project Work	9	5	3	25	75	100
	IV	Skill Based Subject IV		Creativity and innovation Management	3	3	3	25	75	100
	V	Extension Activities				1		-	-	50
					<b>Total</b>	<b>180</b>	<b>140</b>			<b>3600</b>

**THIRUVALLUVAR UNIVERSITY**  
*BACHELOR OF BUSINESS ADMINISTRATION*  
*SYLLABUS*

UNDER CBCS  
(with effect from 2008-2009)

**I SEMESTER**

**PAPER I**

**PRINCIPLES OF MANAGEMENT**

**UNIT-I**

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

**UNIT-II**

Planning - Nature - Importance - Forms - Types - Steps in Planning - Objectives - Policies - Procedures - and Methods - Nature and types of policies - Decision making - Process of decision making - Types of decision - Problems of involved in decision making.

**UNIT-III**

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

**UNIT-IV**

Authority - Delegation - Decentralization - Difference between authority and power - Uses of authority - Distinction between Centralization and Decentralization - Responsibility - Line and Staff relationship - Staffing - Sources of recruitment -

Selection process - Training - Direction - Nature and purpose of Directing - Motivation.

### **UNIT-V**

Co-ordination - Need of co-ordination - Types - Techniques - Distinction between co-ordination and co-operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination - Controlling - Meaning and importance of Controls - Control Process.

### **Text Books**

1. P.C. Tripathi & P.N. Reddy - Principles of Management - Tata McGraw-Hill
2. Hanagan - Management Concepts & Practices - MacMillan India Ltd.
3. Dr. N. Perma - Business Management.
4. Massie - Essentials of Management - Prentice - Hall of India
5. Prasad L.M. - Principles and Practice of Management
6. J. Jayasankar - Principles of Management - Margham Pub.
7. R.N. Gupta - Principles of Management - S.Chand Pub.

### **Reference Books**

1. Guptha CB - Business Management
2. Peter F. Drucker - Practice of Management
3. Harold Koontz, Aryasri & Heniz Weirich - Principles of Management - Tata McGraw-Hill
4. Hampton - Management
5. Stoner & Wankel - Management
6. Bender - Leadership from within Macmillan Ltd
7. D.P. Jain Business Organization and Management, Vrinda publications (P) Ltd.

**PAPER II**

**BUSINESS MATHEMATICS AND STATISTICS I**

**Objectives**

To apply the concepts of Statistics and Mathematics in Business.

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

Measures of Dispersion - Range - Mean Deviation - Quartile Deviation - Standard Deviation - Coefficient Variation - Lorenz Curve - Measures of Skewness - Karl Pearson and Bowley's methods.

**UNIT-IV**

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

**UNIT-V**

Basic Calculus - Rules for Differentiation - Maxima and Minima and their Applications to Business.

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

**Books for Reference**

1. J.K. Sharma - Business Statistics - Pearson Publications
2. P. Navaneetham - Business Statistics and Mathematics
3. P.R. Vittal - Business Statistics and Mathematics

**ALLIED I**

**(to choose any 1 out of the given 4)**

**PAPER I.1**

**BUSINESS ORGANIZATION**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

Trade Associations and Chamber of Commerce.

**Text and Reference Books**

1. Bhusan Y. K - Business Organization.
2. Prakesh Jagadeesh - Business Organization and Management.

3. Reddy P. N. and Gulshan S. S. - Principles of Business Organization and Management.
4. Vasudevan and Radhaswami - Business Organization.
5. Chopra R. K - Office Management.
6. G. Prasad, C.D. Balaji - Business Organization.
7. M.C. Shukla - Business Organization & Management.

**PAPER I.2**

**PRINCIPLES OF INSURANCE**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text and Reference Books**

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

**PAPER I.3**  
**FARM MANAGEMENT**

**UNIT-I**

Introduction: Decision - making process; Occupation of Farming.

**UNIT-II**

Tools of Decision Making : Economic Principles and farm Management - co-operatives in farming - Farm records - purposes and description - Income and net worth Statements - Analysis of Records - Farm Budget - Risk and Uncertainty in Farming.

**UNIT-III**

Acquisition and organization of the factors of production.

Acquisition of capital - Acquisition of land - Size of Farm - Selection and Combination of Enterprise.

**UNIT-IV**

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

**UNIT-V**

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

**Text and Reference Books**

1. Emery N. Castle Manning H. Beckor "Farm Business Management" Macmillan Company
2. Fundamental of Farm Business Management by S.S. Johi and T.R. Kapur Kalyani Publishers, Ludhiana.

**PAPER I.4**  
**BUSINESS ETHICS**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

Ethics External - Environment Protection - Natural - Physical - Society - Relationship of Values and Ethics - Indian Ethos - Impact on the performance.

**UNIT-V**

Vendors - Government - Social Audit.

**Text Books**

1. Memoria & Menoria - Business Policy
2. David J. Fritzsche - Business Ethics: A Global & Management Perspective - Tata McGraw-Hill
3. Ramaswamy Namakumari - Strategic Planning - Corporate Strategy - MacMillan India Ltd
4. Velasquez - Business Ethics - Prentice - Hall of India
5. Dr.S. Shankaran - Business Ethics & values

**Reference Books**

1. Peter Madsen & Jay M. Shafritz - Essential of Business Ethics
2. Ken Smith and Phil Johnson - Business Ethics and Business Behavior
3. Pratley - Essence of Business Ethics - Prentice - Hall of India

## **ENVIRONMENTAL STUDIES**

(For all UG Degree Courses)

### **UNIT-I: INTRODUCTION TO ENVIRONMENTAL SCIENCES: NATURAL RESOURCES :**

Environmental Sciences - Relevance - Significance - Public awareness - Forest resources - Water resources - Mineral resources - Food resources - conflicts over resource sharing - Exploitation - Land use pattern - Environmental impact - fertilizer - Pesticide Problems - case studies.

**[6 hours]**

### **UNIT-II: ECOSYSTEM, BIODIVERSITY AND ITS CONSERVATION:**

Ecosystem - concept - structure and function - producers, consumers and decomposers - Food chain - Food web - Ecological pyramids - Energy flow - Forest, Grassland, desert and aquatic ecosystem.

Biodiversity - Definition - genetic, species and ecosystem diversity - Values and uses of biodiversity - biodiversity at global, national (India) and local levels - Hotspots, threats to biodiversity - conservation of biodiversity - Insitu & Exsitu.

**[6 hours]**

### **UNIT-III: ENVIRONMENTAL POLLUTION AND MANAGEMENT**

Environmental Pollution - Causes - Effects and control measures of Air, Water, Marine, soil, solid waste, Thermal, Nuclear pollution and Disaster Management - Floods, Earth quake, Cyclone and Land slides. Role of individuals in prevention of pollution - pollution case studies.

**[6 hours]**

#### **UNIT-IV: SOCIAL ISSUES - HUMAN POPULATION**

Urban issues - Energy - water conservation - Environmental Ethics - Global warming - Resettlement and Rehabilitation issues - Environmental legislations - Environmental protection Act. 1986 - Air, Water, Wildlife and forest conservation Act - Population growth and Explosion - Human rights and Value Education - Environmental Health - HIV/AIDS - Role of IT in Environment and Human Health - Women and child welfare - Public awareness - Case studies.

**[6 hours]**

#### **UNIT-V: FIELD WORK**

Visit to a local area / local polluted site / local simple ecosystem - Report submission

**[2 hours]**

#### **REFERENCES**

1. KUMARASAMY, K., A.ALAGAPPA MOSES AND M.VASANTHY, 2004. ENVIRONMENTAL STUDIES, BHARATHIDSAN UNIVERSITY PUB, 1, TRICHY
2. RAJAMANNAR, 2004, ENVIRONEMNTAL STUDIES, EVR COLLEGE PUB, TRICHY
3. KALAVATHY,S. (ED.) 2004, ENVIRONMENTAL STUDIES, BISHOP HEBER COLLEGE PUB., TRICHY

**II SEMESTER  
PAPER III  
BUSINESS COMMUNICATION**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text and Reference Books**

1. Rajendra Pal and Korlehalli - Essentials of Business Communication
2. Ramesh M. S. Pattan Shetty - Effective Business English and Correspondence
3. Pillai and Bagawathi - Commercial correspondence and office management.
4. Guffey - Essentials of Business Communication.

5. Gart Side L. - Modern Business correspondence.
6. Mazumder - Commercial correspondence.
7. Lesikar & Pettit - Business Communication.
8. Sharma Mohan - Business correspondence and Report writing.
9. N.S. Pandurangan, B. Santhanam - Business Communication.
10. R.S.N. Pillai & Bagavathi - Modern Commercial Correspondence

**PAPER IV**  
**BUSINESS MATHEMATICS AND STATISTICS II**

**Objectives**

To apply the concepts of Statistics and Mathematics in Business.

**UNIT-I**

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

**UNIT-II**

Solving Simultaneous Equations using Matrix Method - Integration and their application to business.

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

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

**Books for Reference**

1. J.K. Sharma - Business Statistics - Pearson Publications
2. P. Navaneetham - Business Statistics & Mathematics
3. P.R. Vittal - Business Statistics & Mathematics

**ALLIED II**

**(to choose any 1 out of the given 4)**

**PAPER II.1**

**ORGANISATIONAL BEHAVIOUR**

**UNIT-I**

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

Meaning of individual - similarities and differences among individuals - models of man personality - stages of personality development - determinants of personality - learning - perception - factors influencing perception - perceptual distortion - values - attitudes - attitude formation - role behavior - status - sources and problems of status.

**UNIT-II**

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

**UNIT-III**

Leadership concept - characteristics - leadership theories - leadership styles managerial grid - leadership continuum - leadership effectiveness.

Motivation - concept and importance - motivators - financial and Non-financial - theories of motivation.

## UNIT-IV

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

## UNIT-V

Organizational culture, conflict and effectiveness: organizational culture - concept - distinction between organizational culture and organizational climate - factors influencing organizational culture - morale - concept and types - managing conflict - organizational effectiveness - indicators of organizational effectiveness - achieving organizational effectiveness.

### Text and Reference Books

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

**PAPER II.2**

**PRINCIPLES OF BANKING SYSTEM**

**UNIT-I**

Introduction - origin of banks - definition of bank - types of bank - banking systems - unit bank - merits of units bank - demerits of unit banks - branch bank - its merits and demerits - financial system - components of financial system.

**UNIT-II**

Economic implication - monetary implications of modern banking operations - concept of social responsibility of banks - role of banks in primary, secondary and tertiary sector - modern functions of banks - Mixed Banking - Retail Banking - Wholesale Banking - Universal Banking.

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

Factoring - lease finance - export finance - credit card - credit rating - e-business - e-commerce - e-banking - automatic teller machines.

**Text and Reference Books**

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

**PAPER II.3**  
**TIME MANAGEMENT**

**Objective**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

### Text and Reference Books

1. The Seven of Habits effective people - Stephen R. Covey Simon & Schuster Publisher, 1990.
2. [www.ulrc.psu.edu](http://www.ulrc.psu.edu)
3. Managing Time for a Competitive Edge - Bhatia R.L - S.Chand
4. Time management pocket book-Ian Fleming published by Research Press, distributed by East-West Books Madras, 1999.

**PAPER II.4**

**FUNDAMENTALS OF COMPUTER**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

Input devices - Types - keyboard - mouse - output devices - classification of output - printers - plotters - monitors.

**UNIT-IV**

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

**UNIT-V**

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

**Text Book**

Introduction to computer science, IITL Education solutions limited, Pearson education.

**VALUE EDUCATION**  
**(For all UG Degree Courses)**

**UNIT-I**

Value Education - Definition - relevance to present day - Concept of Human Values - self introspection - Self esteem.

**UNIT-II**

Family values - Components, structure and responsibilities of family - Neutralization of anger - Adjustability - Threats of family life - Status of women in family and society - Caring for needy and elderly - Time allotment for sharing ideas and concerns.

**UNIT-III**

Ethical values - Professional ethics - Mass media ethics - Advertising ethics - Influence of ethics on family life - psychology of children and youth - Leadership qualities - Personality development.

**UNIT-IV**

Social values - Faith, service and secularism - Social sense and commitment - Students and Politics - Social awareness, Consumer awareness, Consumer rights and responsibilities - Redressal mechanisms.

**UNIT-V**

Effect of international affairs on values of life/ Issue of Globalization - Modern warfare - Terrorism. Environmental issues - mutual respect of different cultures, religions and their beliefs.

### Reference Books

1. T. Anchukandam and J. Kuttainimathathil (Ed) Grow Free Live Free, Krisitu Jyoti Publications, Bangalore (1995)
2. Mani Jacob (Ed) Resource Book for Value Education, Institute for Value Education, New Delhi 2002.
3. DBNI, NCERT, SCERT, Dharma Bharti National Institute of Peace and Value Education, Secunderabad, 2002.
4. Daniel and Selvamony - Value Education Today, (Madras Christian College, Tambaram and ALACHE, New Delhi, 1990)
5. S. Ignacimuthu - Values for Life - Better Yourself Books, Mumbai, 1991.
6. M.M.M.Mascaronhas Centre for Research Education Science and Training for Family Life Promotion - Family Life Education, Bangalore, 1993.

### WEBSITES AND e-LEARNING SOURCES:

[www.rkmissiondhe.org/education.html/](http://www.rkmissiondhe.org/education.html/)

[www.clallam.org/lifestyle/education.html/](http://www.clallam.org/lifestyle/education.html/)

[www.sun.com/./edu/progrmws/star.html/](http://www.sun.com/./edu/progrmws/star.html/)

[www.infoscouts.com](http://www.infoscouts.com)

[www.secretofsuccess.com](http://www.secretofsuccess.com)

[www.1millionpapers.com](http://www.1millionpapers.com)

<http://militaryfinance.umuc.edu/education/edu-network.html/>

### **III SEMESTER**

#### **PAPER V**

### **PRODUCTION MANAGEMENT**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

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

#### **UNIT-IV**

Work and Method Study - Importance of work study - Work study procedures - Time study - Human considerations in work study - Introduction to method study - Objectives of method study - Steps involved in method study

Work measurement - Objectives of work measurement - Techniques of work measurement - Computation of standard time - Allowance - Comparison of various techniques.

## **UNIT-V**

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

### **Text Books**

1. Saravanavel P and Sumathi S - Production and Materials Management
2. Chunnawalla and Patel - Production and Materials Management
3. Muhelmann Production and Operation Management MacMillan I Ltd
4. Paneerselvam - Production and Operations Management - Prentice - Hall of India
5. Martand T. Telsang - Production Management - S.Chand

### **Reference Books**

1. Harding HA - Production Management
2. Buffa Production Management
3. Broom Production Management
4. SN Chari - Production and Operation Management
5. Khanna OP - Industrial Engineering and Management
6. Adam and Ebert - Production and Operations Management - Prentice - Hall of India

**PAPER VI**

**FINANCIAL ACCOUNTING**

**UNIT-I**

Accounting concepts - conventions - objectives of accounting - rules -principles of double entry system - journal - ledger - subsidiary books - purchases book, sales book, returns book and cash books.

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

Accounting from incomplete records

**UNIT-V**

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

**Text and Reference Books**

1. Reddy & Murthy - Financial Accounting
2. Grewal. T.S - Introduction to Financial Accounting
3. Jain.S.P- Introduction to Financial Accounting
4. Maheswari.S.N - Financial and Management Accounting.
5. Bhattacharya- Financial Accounting for Business managers.
6. Gupta R.L and Radhaswamy - Advanced Accounting.

7. Shukla. M.C & Grewal .T.S- Advanced Accounting.
8. Tulsian - Financial Accounting - Tata McGraw-Hill Pub.
9. N. Vinayakam & B. Charrumathi - Financial Accounting
10. Dr. S. Ganeson & S.R. Kalavathi - Financial Accounting

## **PAPER VII**

### **STRATEGIC MANAGEMENT**

#### **UNIT-I**

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

#### **UNIT-II**

Corporate strategy - nature and scope - process of strategic planning - formulation of strategy - project life cycle - portfolio analysis : BCG matrix - G.E matrix - step high strategy - directional policy matrix strategic management - strategic decision making - business level sub strategies.

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **UNIT-V**

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

ERP - features and applications, packages : Baan, Marshall, SAP - Functional feature and implementation difficulties.

**Text and Reference Books**

1. Dr. C.B. Mamoria & Dr. Satish Mamoria, Business planning and policy (1987)  
Himalaya publishing house, Mumbai.
2. Kazmi - Business policy & Strategic Management - Tata McGraw-Hill pub.
3. Azhaskazmi, Business Policy.
4. S.C. Bhattacharya - Strategic Management Concepts & cases - S.Chand

**PAPER VIII**  
**MANAGERIAL ECONOMICS**

**UNIT-I**

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

**UNIT-II**

Theory of Consumer behaviour - Managerial Utility Analysis indifference curve and analysis.

Meaning of Demand - Law of Demand - Types of Demand - Determinants of demand - Elasticity of Demand - Demand Forecasting.

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

### Reference Books

1. Mankar: Business Economics, Macmilan Ltd.,
2. Varshney RL and Maheshwari KL - Managerial Economics
3. Yogesh Maheshwari - Managerial Economics - Prentice-Hall of India
4. Gupta GS - Managerial Economics
5. Jingham M.L. - Micro Economics, Vrinda Publications (P) Ltd. (Theory)
6. Dean - Managerial economics - Prentice-Hall of India
7. Peterson - Managerial Economics - Prentice-Hall of India
8. Mote Paul Gupta - Managerial Economics – MGH
9. Mehta P.L. - Managerial Economics

**ALLIED II**

**(to choose any 1 out of the given 4)**

**PAPER III.1**

**TOURISM MANAGEMENT**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text and Reference Books**

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

**PAPER III.2**  
**SERVICES MARKETING**

**UNIT-I : MARKETING SERVICES**

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

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

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

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

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

**UNIT-IV : DELIVERING QUALITY SERVICES**

Causes of services - quality gaps. The customer expectations versus perceived service gap. Factors and techniques to resolve this gap.

Gaps in services - quality standards, factors and solutions - the service performance gap - key factors and strategies for closing the gap. External communication to the customers - the promise versus delivery gap - developing appropriate and effective communication about service quality.

**UNIT-V : MARKETING OF SERVICES WITH SPECIAL REFERENCE TO**

1. Financial services, 2. Health services, 3. Hospitality services including travel, hotels and tourism, 4. Professional services, 5. Public utility services, 6. Educational services.

### **Text and Reference Books**

1. Service Marketing. The Indian experience- by Ravi Sankar, Manas Publicaitons, New Delhi.
2. Delivering Quality Services - Zeithaml Parasuraman and Berry. The free press Macmillia.
3. Excellence in services - S. Balachandran, Business Publishing House, Bombay.
4. Marketing of Non Profit Organization by Philip Kotler. Printice Hall of India (P) Ltd. India New Delhi.
5. Valerie Zeithaml - Service Marketing - Tata McGraw-Hill Pub.
6. Services Marketing - Dr. L. Natarajan
7. Services Marketing & Management - Balaji. B - S.Chand

## **PAPER III.3**

### **PROJECT MANAGEMENT**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

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

#### **UNIT-IV**

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

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

## UNIT-V

Who is the ENTREPRENEUR?

- i. That urge to achieve.
- ii. Characteristics of successful entrepreneurs.
- iii. The entrepreneur's Quiz.

The START-UP PROBLEM

- i. Pitfalls to avoid in starting small business.
- ii. Checklist for organizational and operating small business.
- iii. Entrepreneurial environment.
- iv. The enterprising man and business executive.
- v. Executive self selection in small business.

NEED FOR SMALL SCALE INDUSTRIES.

- i. Small scale industries - definition.
- ii. Classification of small scale industries.
- iii. Advantages of small scale industries.
- iv. Problems and implements to their progress.

### **Text and Reference Books**

1. Project Management - Choudhary - TataMcGraw Hill Pub.
2. Project Management: The Managerial Process (Special Indian Edit.) -Clifford F Gray, Oregon State University
3. Projects : Planning, Analysis, Selection, Financing, implementation and Review - Chandra, Prasanna.

**PAPER III.4**

**OFFICE MANAGEMENT**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

Office equipments - Reproduction equipments - Typewriter - Duplicators - Photo Copier - Franking Machine - Communication Equipments - Dictaphone - Intercom - Telephone - Telex - Teleprinters - PABX - PBX - STD - Storage equipments - 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 filling Old and Modern - Micro filing - Indexing Types.

**UNIT-IV**

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

## **UNIT-V**

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

### **Text Books**

1. Chopra PK - Office Management
2. Arora SP - Office Management
3. Dr.T.S. Devanarayan, N.S.Raghunathan - Office Management
4. Pillai R.S.N, Bhagwathi. V - Office Management

### **Reference Books**

1. Denyer JC - Office Management
2. Hicks CB and Place L - Office Practice and Management
3. Littlefield CL and Peterson RL - Modern Office Management
4. Leffingonnell - Office Management
5. Mirza Ziaudeen - Office Management

**SKILL BASED SUBJECT I**

**PAPER I**

**CUSTOMER RELATIONSHIP MANAGEMENT**

**Objective:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

CRM Process Framework – Governance Process – Performance Evaluation Process.

**UNIT-V**

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

**Text books:**

1. Customer relationship management, K.Balasubramaniyan, GIGO publication, 2005.
2. The essentials guide to knowledge management – E-business and CRM application, Amrit tiwana, Pearson education, 2001.

**Reference Books:**

1. E-business – Roadmap for success, Dr.Ravi Kalakota, Pearson education asia, 2000.
2. Business – The Dell way, Rebecca saunders, India book distributors, 2000.

**NON-MAJOR ELECTIVE I**

**PAPER I**

**MANAGEMENT CONCEPT**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

Organisms – Purpose – Departmentation – Span of Control – Delegation – Centralisation and Decentralisation – Line and Staffs – Committee.

**UNIT-IV**

Directions – Leadership – Motivation – Communication Process of Communication – Barriers of Communication.

**UNIT-V**

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

**Text Books:**

1. L.M.Prasad – Principles and Practice of Management – Marsham Publication
2. R.N.Gupta – Principles of Management - S.Chand Publication

**IV SEMESTER**

**PAPER IX**

**MATERIALS MANAGEMENT**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books**

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

**Reference Books**

1. Muhdnan - Production and Operation Management MacMillan
2. Dutta - Integrated Materials Management
3. Veb - Materials Management
4. England and Leenders - Purchasing and Materials Management
5. Varma - Materials Management
6. Gupta & Sharma - Management of system MacMillan India Ltd.

**PAPER X**  
**MANAGEMENT ACCOUNTING**

**UNIT-I**

Meaning, definition and objectives of management accounting - advantages and limitations of management accounting - differences between management accounting and financial accounting - financial statements - tools for the analysis of financial statement (only theory)

**UNIT-II**

Ratio Analysis - meaning, uses and limitations of ratios - types of ratios - liquidity ratios, profitability ratios, activity ratio and solvency ratios.

**UNIT-III**

Fund flow analysis and cash flow analysis. Costing - meaning, uses and limitations - variance analysis - material and labor variances only.

**UNIT-IV**

Budgetary Control - meaning, objectives, advantages & limitations of budgetary control - types of budgets - purchase budget, materials budget, flexible budget & cash budget.

**UNIT-V**

CVP analysis - uses and limitations of marginal costing - assumptions of BE chart - simple problems relating to decision making based on marginal costing - standard costing - meaning, uses and limitations - variance analysis - material and labor variances only.

**Text and Reference Books**

1. Reddy. T. S & Hari Prasad Reddy - Management Accounting.
2. Maheswari. S.N - Management Accounting.

3. Sharma R.K & Shashi K. Gupt - Management Accounting.
4. Khan & Jain - Management Accounting
5. Ravi Kishore - Advanced Management Accounting.
6. Menmohan and Goyal - Principles of Management Accounting.
7. Robert Anthony - Management Accounting
8. Vashist & Saxena - Advanced Cost and Management Accounting
9. Pillai & Bhagavathi - Management Accounting
10. Jain. S. P & Narang - Cost and Management Accounting.
11. Dr.S.Ganeson&S.R.Kalavathi- Management Accounting.

**PAPER XI**

**BUSINESS ENVIRONMENT**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text and Reference Books**

1. Dr. S. Sankaran - Business Environment
2. Francis Cherunilam - Business Environment
3. Aswathappa - Business Environment

4. Paul - Business Environment
5. Dasgupta and Sengupta - Government and Business in India
6. Srinivasan K - Productivity and Social Environment
7. International Business Environment - Prentice - Hall of India

## **PAPER XII**

### **OPERATIONS RESEARCH**

#### **UNIT-I**

Operation Research (OR) - Nature and significance of OR - Various models in OR - Applications and scope of OR - linear Programming Problem (LPP) - Characteristics of LPP and its formulation - Graphical method of solving LPP.

#### **UNIT-II**

Simplex method of solving LPP - Big M method - Assignment problem and its solution - Transportation problem - Method of finding initial basic solution - Simple problems.

#### **UNIT-III**

Game theory - Two-person Zero sum games - Pure and mixed strategies - saddle point - Dominance Rules - Graphical solution of Rectangular games.

#### **UNIT-IV**

Sequencing problem - Processing n jobs through two machines - Processing n jobs through three machines - Replacement models - Replacement of items whose efficiency deteriorates with time - simple problems.

#### **UNIT-V**

Basic difference between PERT - CPM - Construction of Network diagram - Critical path analysis - Three time estimates.

#### **Reference**

1. J.K. Sharma (2002): Operations Research - Theory and Applications, Macmillan.
2. P.K. Gupta and Hira D.S (1995): Problems in operations Research, S.Chan and Company Ltd., Newdelhi.

3. Taha. H. A. (1997) : Operations Research - An Introduction, PHI
4. Kanti Swarup, Manmohan and Gupta (2002): Operations Research, Sultan Chand and sons, New Delhi
5. R.Panneer Selvam (2000) : Operations Research, PHI

**ALLIED II**

**(to choose any 1 out of the given 4)**

**PAPER IV.1**

**ORGANIZATIONAL PSYCHOLOGY**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

Organizational culture and climate - Organizational effectiveness - Organizational Development.

Counseling and guidance - Importance of Counselor - Types of Counseling - Information needed for Counseling.

### **Text Books**

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

### **Reference Books**

1. Arnold - Work Psychology, MacMillan I Ltd
2. Hippo - Organizational Behavior
3. Heresy Bianchand - Introduction to organizational Behavior
4. Hanell - Industrial Psychology
5. Keith Davis - Human Relations at work
6. Pestonjee Motivation & Job satisfaction, MacMillan I Ltd.

## **PAPER IV.2**

### **FINANCIAL MANAGEMENT**

#### **UNIT-I**

Finance function - nature and scope - its relationship with other functions - finance organization.

Interpretation and analysis of financial statements - financial forecasting - actual proforma, and model statements preparation and uses.

Financial planning and control - break-even analysis operation leverage - profit cost (and volume) analysis.

#### **UNIT-II**

Current assets management - cash, receivables, inventories liquidity, profitability and solvency criteria.

Current liabilities management- size and sources - money market banks - regulation of working capital finance Dhejia Committee Tandon Committee - Chore Committee - Marathe Committee.

#### **UNIT-III**

Long term capital management.

#### **UNIT-IV**

Cost of capital basic concepts, rational and assumptions cost of equity capital - cost of retained earnings.

Capital structure decision of the firm – composition and source of long term funds - financial leverage - zerobase budgeting.

#### **UNIT-V**

Financial information system

**Text and Reference Books**

1. Fundamentals of financial management - James C. Van Horne- Prentice Hall of India Pvt Ltd., New Delhi.
2. Financial Management and policy - James C. Van Horne - Prentice Hall of India Pvt Ltd., New Delhi.
3. Financial Management - P.V. Kulkarni - Himalaya Publishing House.
4. Financial Management - theory and practice - Prasanna Chandra - Tata McGraw Hill Publishing Co Ltd., New Delhi.
5. Fundamentals of Financial Management - Prasanna Chandra - Tata McGraw Hill Publishing Co Ltd., New Delhi.
6. Financial Management - I.M.Pandey - Vikas Publishing House Private Ltd.,
7. Financial Management - An analytical and conceptual Approach. S.C. Kuchhal - Chaitanya Publishing House, Allahabad.
8. Basic Financial Management - Khan - Tata McGraw Hill Pub.

**PAPER IV.3**  
**HOTEL MANAGEMENT**

**UNIT-I**

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

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text and Reference Books**

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

**PAPER IV.4  
REWARD MANAGEMENT**

**Objective**

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

**UNIT-I**

Introduction - significance - behavioral aspects of employee compensation and concepts of equity - economic theories

Wages policy - meaning - types - wage structure - wage differentials - wage levels - wage policies - decisions

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text and Reference Books**

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

**SKILL BASED SUBJECT II**

**PAPER II**

**TOTAL QUALITY CONTROL**

**Objective:**

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

**UNIT-I : BASIC CONCEPTS AND ORIGIN OF TQM**

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

**UNIT-II : STATISTICAL QUALITY CONTROL AND INSPECTION**

Conceptual Approach to SQC – Acceptance Sampling and Inspection Plans – Statistical Process Control – Prevention Through Process Improvement.

**UNIT-III : PROCESS CAPABILITY**

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

**UNIT-IV: JUST IN TIME, KANBAN**

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

**UNIT-V : TOTAL PRODUCTIVE MAINTENANCE**

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

**Text Books:**

1. Subburaj, Total Quality Management, Tata mcgraw hill, 2006.
2. Shridhara Bhat, Total Quality Management, Himalaya Publishing house, 2006.

**Reference Books:**

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

## **NON-MAJOR ELECTIVE II**

### **PAPER II**

## **TRAINING AND DEVELOPMENT**

### **Objective:**

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

### **UNIT-I : Introduction**

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

### **UNIT-II : Training Techniques**

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

### **UNIT-III : Career – Planning**

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

### **UNIT-IV : MDP**

Concept of Management Development – Need and importance of Management Development – Management Development Process – Components of MD Programme.

### **UNIT-V : Training Institutions**

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

### **UNIT-VI: MDP Institutions**

Management Development Institute – Productivity Councils – Management Associations – Educational Institute – Consultant.

**Text Books:**

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

**Reference Books:**

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

V SEMESTER  
PAPER XIII  
**BUSINESS LAW**

**UNIT-I**

Introduction and meaning - law of contract (General Contract only) Essentials, offer, acceptance.

**UNIT-II**

Consideration, capacity, mistake, misrepresentation.

**UNIT-III**

Performance of contract discharge and breach - quasi contract.

**UNIT-IV**

Special Contracts, Bailment and Pledge.

**UNIT-V**

Sale of Goods Act.

**Text and Reference Books**

1. Sreenivasan MR - Business Law
2. Kapoor ND - Business Law
3. Alam, S B and Saravanard - Business law
4. Shkula - Business law
5. Kushal - Business law
6. Gulshan. S.S & Kapoor G.K - Business Law
7. Pathak - Legal Aspects of Business - Tata McGraw Hill Pub.
8. Tulsian - Business Law for B.Com - Tata McGraw Hill Pub
9. Dr.M.R. Sreenivasan - Business Law
10. R.S.N. Pillai & Bagavathi - Business Law

**PAPER XIV**

**MARKETING MANAGEMENT**

**UNIT-I**

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

**UNIT-II**

Buyer Behavior - Consumer goods and Industrial goods - Buying motives - Buyer Behavior Model - Factors influencing buyer behavior

Market segmentation - Need and basis of Segmentation - Marketing strategy - segmentation - Targeting - Positioning

**UNIT-III**

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

The Product - Characteristics - Benefits - Classifications - Consumer goods - Industrial goods - New product development process Product Life Cycle - Product Portfolio analysis - Product line and product mix decisions - Branding - Packaging.

**UNIT-IV**

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

**UNIT-V**

Promotion - Advertising - Publicity - Public relations - Personal Selling - Direct selling - Sales Promotion Administration

### **Text Books**

1. Ramaswamy and Namakumari - Marketing Management 3/e Revised MacMillan I Ltd
2. Philip Kotler and Armstrong - Marketing Management
3. Rajan Nair - Marketing
4. Nag - Marketing Strategy - MacMillan I Ltd
5. Philip Kotler - Marketing Management - Prentice - Hall of India
6. Saxena - Marketing Management - Tata McGraw Hill Pub
7. J.Jayasankar - Marketing.

### **Reference Books**

1. Varshney RL and Gupta SL - Marketing Management
2. Dholokia - Marketing Management Cases & concepts, MacMillan I Ltd
3. Bender - Secrets of Power Marketing

**PAPER XV  
HUMAN RESOURCE MANAGEMENT**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

Performance Appraisal - Methods - Job Evaluation and Performance appraisal - Compensation.

**UNIT-V**

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

**Text Books**

1. Dwivedi RS - Human Relations and Organization Behavior
2. Aswathappa K - Human Resource and Personnel Management
3. Memoria CB - Personnel Management
4. Subba Rao P - Human Resource Management and Industrial Relations
5. Prasad - Getting the right people - MacMillan I Ltd
6. Pattanayak - Human Resources Management - Prentice - Hall of India

7. Decenzo/Robbins - Personnel/Human Resource Management - Prentice - Hall of India
8. Saiyadain Mirza - Human Resource Management - Saxena - Marketing Management - Tata McGraw Hill Pub
9. Venkataratanam - Personnel Management & Human Resources - Saxena - Marketing Management - Tata McGraw Hill Pub
10. J. Jayasankar - Human Resource Management.
11. A. M. Sheikh - Human Resource Development & Management.

### **Reference Books**

1. Monappa - Managing Human Resources MacMillan I Ltd
2. Gary Dessier - Human Resource Management
3. Beardwell and Holden - Human Resource Management
4. Davar - Personnel Management
5. Mckenna - The Essence of Human Resource Management - Prentice - Hall of India

**ELECTIVE I**

**PAPER I**

**ENTREPRENEURIAL DEVELOPMENT**

**UNIT-I**

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

**UNIT-II**

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP's, TIIC, SIDBI, PIPDIC, IDBI, IFCI, ETC.

Problems and prospects of Women entrepreneurs - Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs

**UNIT-III**

How to enter into Market? - Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical - Legal - Managerial and Locational Feasibility

**UNIT-IV**

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

**UNIT-V**

How to start an enterprise? - Franchising and Acquisition - Product Strategies - Pricing Strategies - Distribution Strategies - Promotional Strategies.

How to be a successful Entrepreneur? - Learning to be Successful - Successful entrepreneurs - NAMASKAR.

**Text and Reference Books**

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

**SKILL BASED SUBJECT III**  
**PAPER III**  
**E-BUSINESS**

**Objective:**

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

**UNIT-I : Introduction**

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

**UNIT-II : Networks**

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

**UNIT-III : Firewalls and Securities**

OSI Models – Network Security and Firewalls – Protocols – Types – Client Server Network Security – Firewalls and Network Security – Data and Message Security – Digital Signature, Certificates, Envelopes - Encrypted Documents.

**UNIT-IV : EDI in Business**

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

### **UNIT-V : E-Payment Systems**

Online Payment – Payments Cards – Electronic Cash – Electronic Wallets – Digital Cards – Types – Stored Value Cards – Internet Technologies – Banking – Net, Mobile.

### **UNIT-VI : World Wide Web – Process**

Web Hosting Services – Web Servers, Domain Naming Systems (DNS) – Types – POP, IMAP – Accredited Registrars – Country Coded and Top Level Domains – Internet Regulatory Organizations.

#### **Text Books:**

1. Gray Schneider, Electronic Commerce, Thomson Course Technology, Noida, 7<sup>th</sup> Annual Edition, 2007.
2. U.S.Pandey, Rahul Srivastava, Saurabh Shukla, E-Commerce and its applications, S.Chand, New Delhi, 1<sup>st</sup> Edition, 2007.
3. R.Kolkota and A.B.Whinston: Frontiers of Electronic Commerce, New Delhi, Addison Wesley, 1996.

#### **Reference Books:**

1. P.T.Joseph: Electronic Commerce: A Managerial Perspective, Prentice Hall of India Learning, New Delhi, 3<sup>rd</sup> Edition, 2008.
2. Efraim Turbon, Jae Lee, David King, H.Michael Chung, Electronic Commerce, A Managerial Perspective, Pearson Education Asia, 2001.

**VI SEMESTER**

**PAPER XVI**

**INDUSTRIAL RELATIONS**

**UNIT-I**

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

**UNIT - II**

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

**UNIT-III**

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

**UNIT-IV**

Factories Act.

**UNIT-V**

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

**Text Books**

1. Sreenivasan M.R - Industrial Relations & Labor legislations
2. Aswathappa K - Human Resource and Personnel Management
3. Subba Rao P - Human Resource Management and Industrial Relations
4. Monoppa - Industrial Relations

**Reference Books**

1. Michael V Industrial Relations in India and Workers Involvement in Management  
Cowling - Essence of Personnel Management and Industrial Relations - Prentice - Hall  
of India

**PAPER XVII**  
**COMPUTER APPLICATION IN BUSINESS**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Book**

Introduction to Information Technology, ITL ESL , Pearson Education.

**ELECTIVE II**

**PAPER II**

**MARKETING RESEARCH**

**UNIT-I**

Introduction - Definition of Marketing Research - Nature and Scope - Marketing Research as aid to rational decision making

Marketing Research Methodology

**UNIT-II**

Sampling techniques - Random - Stratified - Area - Quota - Observation - Questionnaire - Interview techniques - Interviewing skills on the part of investigator.

**UNIT-III**

Motivation Research - Product Research.

**UNIT-IV**

Consumer Survey -Sales Control Research.

**UNIT-V**

Media Research - Copy testing - Pre testing and Post testing

**Text Books**

1. Sharma DD - Marketing Research
2. Tull & Hawkins - Marketing Research - Prentice - Hall of India
3. BOYD - M. R.

### Reference Books

1. Majumdar - Marketing Research
2. Green & Tull - Marketing Research
3. Green, Tull & Albaum - Research for Marketing Decision - Prentice - Hall of India
4. Chisnall - Essence of Marketing Research - Prentice - Hall of India
5. Mishra - MN - Modu M.R.
6. Seymour D.T - Marketing Research - S.Chand

**ELECTIVE III**  
**PAPER III**  
**GROUP PROJECT**

A group of not exceeding 5 students will be assigned a Project in the beginning of the final year. The Project Work shall be submitted to the College 20 days before the end of the final year and the College has to certify the same and submit to the University 15 days prior to the commencement of the VI Semester University Examinations. The Project shall be evaluated externally. The External Examiner shall be from the Panel of Examiners suggested by the Board of Studies from time to time. Project report shall carry 75 marks and *viva voce* Examination 25 marks.

Those who fail in the Project Work will have to re-do the Project Work and submit to the college for External Examination by the University.

**SKILL BASED SUBJECT IV  
PAPER IV**

**Objective:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**Text Books:**

1. Training Creative Thinking – Davis Gary and Scott New York Pub.
2. Lifelong Creativity – Pradip NCTE and Khandwalla Tata Mc Graw Hill.

**Reference Books:**

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

\*\*\*\*\*