

BBA 1226	Entrepreneurial Skills		3Hrs / 2Cr
Course Objective	The basic objective of this course is to provide fundamental knowledge about Entrepreneurship development among students.		
Course Outcomes	On completion of the course, students should be able to		
	i	Differentiate entrepreneur and manager also to understand the problems of women entrepreneur.	
	ii	Analyze the concept of entrepreneurship and role of entrepreneurship in economic development.	
	iii	Identify the business idea and motivate.	
	iv	Establish a small enterprise by identifying and formulating projects.	
	v	Establish the feasibility of a project and to prepare a project report and also to identify the problems and legal considerations in project implementation.	
Unit	Content		
I	Entrepreneur: Concept - Distinction between entrepreneur and manager - entrepreneurial competencies or traits – functions - types; women entrepreneurs.		
II	Entrepreneurship: concept - nature and characteristics; Role of entrepreneurship in economic development.		
III	Establishing Entrepreneurial Systems: Business Idea - Idea Processing - selection of idea - input requirements – Personnel – Finance - Information and Intelligence - rewards and motivation.		
IV	Establishing Small Enterprise: Start-up Process - Project Identification and classification - Project Formulation.		
V	Project Feasibility and Preparation of Project report: Risk Analysis – Selection Legal Considerations and Problems		
References			
Text Book:	Dr. C.B Gupta & Dr. S.S Khanaka, Entrepreneurship and Small Business Management, Sultan Chand & Sons, New Delhi-2010		

<b>BBA 1229</b>	<b>Banking Law and Practice</b>	<b>3Hrs / 2Cr</b>
<b>Course Objective</b>	To acquaint the students with the theoretical and legal concepts of banking services operations, innovations and recent developments of various banking systems in	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	To compare the role of the customer and the banker
	<b>ii</b>	To classify the different types of banks.
	<b>iii</b>	To acquaint oneself with the concept of passbook and deposits.
	<b>iv</b>	To recall the different types of cheques and the precautions associated with handling cheques
	<b>v</b>	To discover the need and limitations of E-banking
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Banker and Customer:</b> Origin of Banking – Banker – Customer – Relationship between Banker and Customer: General Relationship and Special Relationship.	
<b>II</b>	<b>Classification of Banks:</b> Banking System and its Advantages and Disadvantages, Special Types of Customers. Banker as a Holder for Value – Banker as an Agent	
<b>III</b>	<b>Pass Book:</b> Entry Favourable to the Customer – Entry Favourable to the Banker; Deposits: General Precautions for Opening an Account – Current Deposit Account – Fixed Deposit Account – Savings Deposit Account – Insurance Linked Savings Bank Account – Recurring Deposit.	
<b>IV</b>	<b>Cheque:</b> Definition, Salient features of Cheque – Proper Printed Form – Special Printed Forms – Cheques Draft – Drawing up of a Cheque – Banker's Cheque – Crossing of Cheques. Precautions before honouring a Cheque – Circumstances under which a Cheque can be dishonoured, Duties of a Collecting Banker.	
<b>V</b>	<b>E-Banking:</b> Traditional Banking Vs. E-Banking– Electronic Delivery Channels – Merits of E-Banking Transactions – Security Measures.	
<b>References</b>		
<b>Text Book:</b>	E.Gordon and Natarajan, "Banking Theory, Law and Practice", Himalaya Publishing House, Mumbai, 2013.	

<b>BBA 1231</b>	<b>Personality Development</b>	<b>3Hrs / 2Cr</b>
<b>Course Objective</b>	The learner will gain the skills required for the corporate world that would enhance one's employability.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Develop an understanding about the dimensions of personality and understand the factors influencing personality.
	<b>ii</b>	Explain the knowledge of personal beliefs and values and to classify the types of values.
	<b>iii</b>	Demonstrate the need for setting goals in life and dramatize the significance of leadership styles.
	<b>iv</b>	Recognize the need for behavioral modification.
	<b>v</b>	Classify the tasks of a team leader in team development and to differentiate between work group and work team.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Individual Behavior:</b> Factors – Models; Personality: Definition – Dimensions – Theories – Types - Determinants; Perception: Nature – Importance – Process.	
<b>II</b>	<b>Attitude:</b> Nature – Components – Functions – Barriers and Types; Values: Characteristics – Sources – Importance and Types of Values.	
<b>III</b>	<b>Goal Setting:</b> Meaning – Importance- Stages – Types of Goals; Leadership: Definition- Functions – Characteristics – Styles and Theories.	
<b>IV</b>	<b>Learning and Behavior Modification:</b> Nature and Theories of Learning- Shaping and Reinforcement of Behavior.	
<b>V</b>	<b>Team Development:</b> Introduction – Definition – Difference between Work Group and Work Team – Characteristics of Effective Team- Team Objective- Importance- Role of Team Leader.	
<b>References</b>		
<b>Text Book:</b>	R. Machakkalai, L. Saraswathi, Personality Development – A Need, Mangai Publishers, 2014.	

BBA 1423	Advertising and Salesmanship		5Hrs / 4Cr
Course Objective	This course aims to familiarize the students with the basic principles of advertising and salesmanship and also focuses the importance of media.		
Course Outcomes	On completion of the course, students should be able to		
	i	Differentiate Advertising and Salesmanship.	
	ii	Identify the importance and advantages of Advertising.	
	iii	Classify the different types of Advertising and evaluate reasons for failure of	
	iv	Describe the qualities of Sales Personality and demonstrate the theories of Personal Selling.	
	v	Outline the structure of Sales Organisation.	
Unit	Content		
I	Advertising: Evolution – Definition – Basic features – Advertising and advertisement – Advertising and Publicity – Advertising and Salesmanship – Advertising and Sales promotion.		
II	Objectives: Functions – Importance – PLC and Advertising – Advantages of Advertising to manufacturers, salesmen, wholesalers, retailers, customers and community.		
III	Types of advertisement: Classification of advertisement copy – Qualities of a good copy – Elements of an advertising copy – Reasons for failure of advertisement – Advertising Media: Kinds – Selection.		
IV	Salesmanship: Definition – Objectives – Importance – Duties – Qualities of a successful salesman – Sales personality – Types of Salesman – Theories of Personal Selling.		
V	Sales Organisation: Need – Importance – Functions – Structure; Sales Management: Functions; Sales manager: Qualities – Duties and responsibilities – Types of Sales manager.		
References			
Text Book:	R.S.N.Pillai and Bagavathi, “Marketing Management”, S.Chand& Company, New Delhi, 2010.		

BBA 1425	Financial Accounting - I		4Hrs / 4Cr
Course Objective	This course is designed to impart the knowledge on accounting information system to students and to analyze future performance of companies and making financial decision.		
Course Outcomes	On completion of the course, students should be able to		
	i	Understand the nature of accounting	
	ii	Demonstrate the accounting concepts and conventions	
	iii	Extend the Golden rules of accounting and Inference the concept through journalizing the transactions	
	iv	Reinforce and distinguish the journal and ledger	
	v	Familiarize the cash book and trial balance	
Unit	Content		
I	Introduction to Accounting: Definitions - Nature and Scope of Accounting –Objectives of Accounting – Functions of Accounting – Book Keeping – Advantages – Limitations – Basis of Accounting.		
II	Accounting Principles: Accounting Concepts – Conventions – Accounting Policies – Accounting Cycles – Capital and Revenue Receipts – Concepts and Classifications of Assets and Liabilities – Accounting Equations – Double Entry System Vs Single Entry System.		
III	Journal: Golden Rules of Accounting - Journalizing the Transactions – Trade Discounts – Cash Discounts – Source Documents.		
IV	Preparation of Journal Book: Ledger – Posting of Ledgers – Balancing – Balancing the Accounts – Difference between Journal and Ledger.		
V	Trial Balance: Objectives – Limitations – Practical System of Accounting – Cash Book – Single, Double and Triple Column Cash Book – Subsidiary Books – Account Current – Bills of Exchange.		
References			
Text Book:	Jain and Narang , Financial Accounting , Volume I,Kalyani Publishers, New Delhi, 2013.		

BBA 1430	Financial Accounting - II		4Hrs / 4Cr
Course Objective	The goal of teaching this course to students is to apply critical thinking skills on various elements of accounting issues, analyze the information on the accounting		
Course Outcomes	On completion of the course, students should be able to		
	i	To Assess the final accounts	
	ii	Compute the different methods of Depreciation	
	iii	Gain the knowledge of consignment and Joint venture	
	iv	Identify the error in single entry and rectification	
	v	Demonstrate the uses of self balancing and sectional balancing system	
Unit	Content		
I	Final Statements of Accounts: Preparation of Final Accounts – Trading Account – Profit and Loss Account – Balance Sheet – Final Accounts with Adjustments – Final Accounts of Partnership Firm.		
II	Depreciation Accounting: Provisions and Reserves – Causes of Depreciation – Methods of Depreciation – Types of Provision and Nature of Reserve.		
III	Accounting for Consignment: Entries for Consignment – Accounting for Joint Ventures; Accounting from Incomplete Records.		
IV	Single Entry System: Classifications – Ascertainment of Profit or Loss – Limitations.		
V	Self Balancing Ledger: General Ledgers and Special Ledgers – Sectional Balancing System – Advantages – Transfer between Subsidiary Ledgers.		
References			
Text Book:	Jain and Narang, Financial Accounting, Volume I and Volume II, Kalyani Publishers, New Delhi –2013.		

<b>BBA 1525</b>	<b>Corporate Communication</b>	<b>5Hrs / 5Cr</b>
<b>Course Objective</b>	The prime objective of this course is to provide an exposure to the corporate / business communication networks, ethics and practices for the students.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Cite the meaning, role and functions of communications.
	<b>ii</b>	Explain the various kinds of written communication.
	<b>iii</b>	Write a business report and business proposals
	<b>iv</b>	Demonstrate group discussion and able to conduct meetings and conferences.
	<b>v</b>	Apply various skills in presentations and public speaking.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Nature and Scope of Communication:</b> Functions – Basics – Network - Types; Verbal and Non-Verbal Communication – Barriers of Communication; Listening: Feedback; Conversations: Types – Essential – Management of Conversations – Non Verbal Cues in Conversation.	
<b>II</b>	<b>Business Writing:</b> Written Communication – The Seven C's of Business Letter Writing – Basic Principles – Components of Business Letters – Strategies for Writing the Body of a Letter – Kinds of Letters – Memos.	
<b>III</b>	<b>Report Writing:</b> Significance – Purpose – Steps in Writing a Business Report – Parts of a Report – Corporate Reports; Proposals: Business Proposals – Formats – Layout and Design – Key Elements of writing Business Proposals.	
<b>IV</b>	<b>Group Discussions and Team Presentations:</b> Methodology – Guidelines - Functions and Team Presentations; Meetings and Conferences: Introduction - Planning a Meeting – Conference – Proceedings - Minutes and Evaluation.	
<b>V</b>	<b>Presentation Skills:</b> Use of Aids - Public Speaking - Practice Presentation - Communication; Ethics in Business Communication: Ethics - Values - Professionalism in Communication - Corporate Ethics - Computer Ethics - Ethics in Internet and Advertising.	
<b>References</b>		
<b>Text Book:</b>	Raman, M & Singh, P - Business Communication, Oxford University Press, 2010.	



<b>BBA 1554</b>	<b>Marketing Management</b>	<b>5Hrs / 5Cr</b>
<b>Course Objective</b>	The learners will understand the concept of marketing and its applications and will expose them to the latest trends in marketing.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Differentiate market, marketing and selling
	<b>ii</b>	Describe the nature of product and key concepts in product development.
	<b>iii</b>	Analyze the relevance of Pricing and Factors influencing it.
	<b>iv</b>	Demonstrate the ability of Brand to justify marketing strategies of a firm.
	<b>v</b>	Identify the recent trends in marketing.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Market:</b> Introduction – Evolution – Meaning – Definition – Classification; Marketing: Objectives – Importance – Marketing and Merchandising - Marketing and Selling – Marketing and Distribution – Marketing and Business – Modern marketing – Role of Marketing in Economic Development.	
<b>II</b>	<b>Product:</b> Meaning – Features – Classification – Policies – Planning and Development – Product line – Product Mix: Product Mix Strategies – Product Innovation; New Product: Life Cycle – Planning Process – Product Diversification – Product Elimination – Product Modification – Product Failure.	
<b>III</b>	<b>Pricing:</b> Meaning – Objectives – Factors affecting Pricing Decisions – Procedure for Price Determination; Kinds of Pricing: Psychological – Customary – Skimming – Penetration – Geographical – Administrated – Dual – Mark up – Price lining – Negotiated – Competitive – Monopoly – Oligopoly; Price Differentials – Price Leader – Factors Affecting Price – Resale Price Maintenance.	
<b>IV</b>	<b>Branding:</b> Brand – Branding – Brand Name – Types of Brand – Reasons for Branding - Conditions Favorable to Branding – Brand mark – Functions – Advantages – Trade mark; Labeling: Meaning - Types – Functions – Advantages and Disadvantages; Packaging: Meaning – Growth – Functions – Kinds; Channels of Distribution: Definition – Importance – Types – Factors affecting the choice of distribution channel.	
<b>V</b>	<b>E- Business:</b> Introduction – Telemarketing – Automatic Vending – E-Business – E-Commerce – Electronic Data Interchange – E-Mail – Internet – E-Auctioning – E-Marketing – E-Trading; Recent Trends in Marketing: Relationship Marketing – Word of mouth Marketing – Test Marketing.	
<b>References</b>		
<b>Text Book:</b>	R.S.N. Pillai and Bagavathi, Modern Marketing, S.Chand Ltd, New Delhi 2014.	



<b>BBA 2430</b>	<b>Total Quality Management</b>	<b>5Hrs / 4Cr</b>
<b>Course Objective</b>	The learner will inculcate the need for quality centric perspective in the conduct of Business both as managers and entrepreneurs.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	To familiarize with the basic concepts of Total Quality Management
	<b>ii</b>	To reinforce the importance of Customer satisfaction and employee involvement in the organization.
	<b>iii</b>	To understand the different techniques and performance measures that can be adopted in the organization
	<b>iv</b>	To gather information about the best industrial practices through benchmarking
	<b>v</b>	To assimilate the need for Quality management and environment management system in organizations
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Quality Concepts:</b> Definition–Dimensions; <b>Total Quality Management:</b> Evolution - Dimensions – Basic Concepts – Principles– Role of TQM Leaders - Barriers to TQM Implementation; <b>Contributions of Quality Gurus:</b> Deming - Juran - Crosby – Taguchi.	
<b>II</b>	<b>Customer Satisfaction:</b> Meaning – Types of Customers; <b>Customer Perception of Quality:</b> Factors Influencing Customer Perception of Quality - Identifying Customer Needs – Customer Retention and Feedback; <b>Employee Motivation:</b> Concept – Importance – Theories of Motivation; <b>Employee Empowerment:</b> Definition – Principles – Characteristics; <b>Recognition and Reward:</b> Meaning – Types of Rewards; <b>Performance Appraisal:</b> Need – Process – Benefits.	
<b>III</b>	<b>PDSA Cycle:</b> Meaning – Phases – Benefits; <b>5S:</b> Meaning – Objectives – Factors – Benefits; <b>Kaizen:</b> Various Aspects – Features; <b>Performance Measures:</b> Objectives – Pre-Requisites - Implementation Strategy; <b>Quality cost :</b> Definition - Elements – Analyzing Techniques - Trend analysis -Characteristics - Pareto Analysis – Uses.	
<b>IV</b>	<b>Bench marking:</b> Meaning - Types - Process –Benefits; <b>Quality Function Deployment:</b> Definition - Methodology – Process; <b>Total Productive Maintenance:</b> Definition - Types – Objectives- Eight Pillars of TPM; <b>Failure Mode Effective Analysis:</b> Definition - Types – Stages.	
<b>V</b>	<b>Six Sigma:</b> Definition - Process - Advantages; <b>ISO 9000 Quality System:</b> Definition – Objectives – Benefits – Process Model – Elements - Implementation- Documentation; <b>Quality Auditing:</b> Types of Audit; <b>Environmental Management System Standards:</b> Concept- Requirements and Benefits.	
<b>References</b>		
<b>Text Book:</b>	V. Jayakumar, R. Raju, Total Quality Management, Lakshmi publications, Chennai, 2016.	

BBA 2428	Production Management		4Hrs / 4Cr
Course Objective	To give an overview of the production process of products and to impart knowledge about a plant layout and materials management among students.		
Course Outcomes	On completion of the course, students should be able to		
	i	Cite the meaning, scope, functions and problems in production management.	
	ii	Identify different types of production systems, suitable plant locations and design a plant layout.	
	iii	Assess product design and explain the role of Production Planning and Control in production.	
	iv	Classify materials, apply inventory control techniques, analyse purchasing procedure and plant maintenance.	
	v	Examine work and control quality through various quality control techniques.	
Unit	Content		
I	Production Management: Production System - Definition and Scope of Production Management – Functions and Responsibilities of Production Manager - Production Management Strategies – Production Procedure.		
II	Manufacturing System: Types and Characteristics – Intermittent and Continuous Production; Plant Location: Importance – Objectives - Factors Influencing Plant Location – Urban and Rural sites – Multiple Location.		
III	Plant Layout: Definition – Objectives – Advantages of a Good Layout - Procedure of Laying Out; Types of Layout: Product- Process and Combination Layout – Factors Influencing Plant Layout; Maintenance: Objectives – Economic Aspects – Advantages - Types of Maintenance.		
IV	Production Planning and Control: Objectives - Functions; Elements of Production Planning and Control: Planning - Routing – Loading –Scheduling - Dispatching and Follow Up; Materials Management: Meaning – Importance – Objectives of Materials Management – Integrated Materials Management – Classification of Materials.		
V	Inventory Control: Importance – EOQ - Stock Levels - ABC Analysis. Work Study: Definition – Objectives – Components – Importance – Procedure; Method Study: Definition – Objectives – Scope – Procedure; Work Measurement: Definition – Objectives – Techniques.		
References			
Text Book:	P.Saravanavel & S.Sumathi, Production and Materials Management, Margham Publication, Chennai, 2012.		

BBA 2539	Portfolio Management		5Hrs / 5Cr
Course Objective	The students will comprehensively be introduced to the areas of security analysis and portfolio management; and will be equipped with the advanced tools and techniques for making profitable investment decisions.		
Course Outcomes	On completion of the course, students should be able to		
	i	Understand the meaning of investment and importance of mutual funds.	
	ii	Understand the meaning of portfolio management and duties of portfolio manager.	
	iii	Analyze the capital asset pricing theory model and objectives of SEBI.	
	iv	Classify the approaches to security analysis and method and patterns of technical analysis.	
	v	Examine the risk and return analysis and functions of credit rating.	
Unit	Content		
I	Investment Management: Definition of Investment - Classification – Speculation - Factors favouring Investment – Objectives - Essential features of an Investment Program - Investment Process - Investment Alternatives; Mutual funds: Types – Importance - Government Securities - Characteristics of Government Securities -		
II	Portfolio Management: Meaning –Definition – Process - Factors contributing to Portfolio Management – Principles – Policies – Duties and responsibilities of Portfolio Manager- Portfolio Theory- Markowitz Model – Assumptions – Features- Sharpe's Portfolio Model.		
III	Capital Asset Pricing Model: Assumptions –Explanation - Limitations - Problems in Portfolio Management- Arbitrage Pricing Theory Model -CAPM vs. APT; SEBI: Objectives – Functions - Powers of SEBI - Various departments of SEBI.		
IV	Approaches to Security Analysis: Fundamental Analysis - Economic, Industry, Company; Technical Analysis: Assumptions- Fundamental vs. Technical analysis - Dow Theory - Chartist Method – Charts - Chart pattern in Technical Analysis- Triangles.		
V	Risk and Return Analysis: Risk – Meaning – Causes- Factors for Risks in Investment- Classification of Risk- Minimizing Risk; Credit Rating: Definitions - Functions –Benefits –Limitations - Factors influencing Credit Rating - Return on Investment – Components - Factors determining Return on Investment.		
References			
Text Book:	L. Natarajan, "Investment Management - Security Analysis and Portfolio Management", Margham Publications, Chennai 2017.		

BBA 2543	Human Resource Management		5Hrs / 5Cr
Course Objective	To make students understand the process of managing and maintaining people and the workforce in a business or organisation.		
Course Outcomes	On completion of the course, students should be able to		
	i	Facilitate and communicate the scope, functions and significance of human resource and their effective management in organizations.	
	ii	Demonstrate a basic understanding of job analysis and human resource planning and also to identify the basic problems and factors affecting HRP.	
	iii	Contribute to the development, implementation, and evaluation of employee recruitment and selection processes. Develop, implement, and	
	iv	Analyze the key issues and methods related to performance appraisal and wage and salary administration. Outline and discuss the current social	
	v	Analyze the concepts of international human resource management and the various aspects of e-HRM.	
Unit	Content		
I	Evolution and Development of Human Resource Management; HRM: Definition and Meaning - Objectives - Scope - Functions and Importance; Difference between Human Resource Management and Personnel Management; Role of HR Manager.		
II	Job Analysis: Need - Process; Job Description: Contents - Steps; Job Specification; Uses of Job Analysis; Human Resource Planning: Definition and Meaning – Objectives – Benefits – Human Resource Planning Process – Factors Affecting Human Resource Planning - Problems in Human Resource Planning.		
III	Recruitment: Definition-Objectives–Sources–Factors Influencing Recruitment; Selection: Meaning and Definition-Selection Procedure–Placement and Induction; Employee Training: Meaning – Benefits of Training – Need for Training - Objectives – Training Methods – Training Procedure – Evaluation; Development: Meaning – Objectives - Need – Difference Between Training and Development.		
IV	Performance Appraisal: Meaning – Need and Purpose - Methods of Performance Appraisal; Promotion - Transfer – Demotion; Wage and Salary Administration: Definition and Concepts – Objectives – Factors Affecting Wage and Salary Levels; Social Security Measures: Meaning – Objectives – Types.		
V	International Human Resource management: Introduction-Global recruitment-Global Selection approach–Expatriate and international Adjustment- Cross Culture training; E- Human Resource Management: Introduction–Aspects of E- HRM – E- Recruitment - E- Selection – E- Performance Management – E- Training and development – E-HR Records – E- HR information.		
References			
Text Book:	P.Subba Rao, Personnel and Human Resource Management, Himalaya Publishing House,		

BBA 2554	Entrepreneurial Development		5Hrs / 5Cr
Course Objective	The objective of this course is to make the students acquainted to Entrepreneurship, and to develop in them the quality for Innovative entrepreneur.		
Course Outcomes	On completion of the course, students should be able to		
	i	Categorize the development of Entrepreneurship in early, middle and modern period.	
	ii	Discuss the growth and problems of Women Entrepreneurs.	
	iii	Employ the opportunities of formulating Small Enterprises.	
	iv	Compute various financial institutions providing finance to entrepreneurs.	
	v	Prepare course contents of EDPs.	
Unit	Content		
I	Entrepreneurship: Introduction-Nature of Entrepreneurship-Concept-Development in Early – Middle - Industrial and Modern Period- Importance of Entrepreneurship- Entrepreneurial Qualities- Characteristics and Classifications.		
II	Women Entrepreneur: Concept - functions and role – growth - problems of women entrepreneurs - selection of industry - role of women associations; Rural Entrepreneurs; Factors effecting entrepreneurial growth.		
III	Small Enterprise: Introduction – Definitions – Characteristics – Objectives – Opportunities - Role and Problems; Project Identification and Selection: Project Formulation - Project Appraisal; Financing of Enterprise: Need – Sources - Venture Capital; Ownership Structure.		
IV	Institutional Finance to Entrepreneurs:Commercial Banks - Other Financial Institutions-IDBI – IFCI – ICICI – LIC – UTI – SIDCS – SIDBI - EXIM BANK; Institutional Support to Entrepreneurs: Need – NSIC - SIDO – SSIB – DICs - SISI; Government Policy for Small Scale Enterprises.		
V	Entrepreneurial Development Programmes in India: concept and Need of EDPs - Objectives of EDP - Phases of EDP - Course contents – schemes - Institutional programmes – Problems - evaluation of EDPs.		
References			
Text Book:	1. Dr. S.S Khanaka, Entrepreneurial Development, Sultan Chand & Sons, New Delhi-2010; 2. Dr. C.B Gupta & Dr. S.S Khanaka, Entrepreneurship and Small Business Management, Sultan Chand & Sons, New Delhi-2010		



<b>BBA 2556</b>	<b>Financial Services</b>	<b>5Hrs / 5Cr</b>
<b>Course Objective</b>	To enable the students to acquire skills necessary to successfully carve a career in financial services management and to enrich their knowledge on key areas relating to management of financial products and services.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Understand about meaning of financial services and challenges facing the financial sector.
	<b>ii</b>	Classify the merchant banking and problems of merchant banking in India.
	<b>iii</b>	Classify the features of hire purchase and types of leasing.
	<b>iv</b>	Develop features of venture capital and benefits of factoring.
	<b>v</b>	Categorize the different types of funds and reasons of slow growth in mutual funds.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Financial Services:</b> Meaning – Scope – Classification of Financial Services Industry – Causes for Financial Innovation – New Financial Products and Services – Innovative Financial Instruments – Classification of Share Capital – Challenges facing the Financial Sector – Present Scenario.	
<b>II</b>	<b>Merchant Banking:</b> Definition – Merchant Banking in India – Merchant Banks and Commercial Banks – Services of Merchant Banks – Merchant Bankers as Lead Manager – Duties and Responsibilities of Lead Managers – Qualities Required for Merchant Bankers – SEBI Guidelines for Merchant Bankers – Progress of Merchant Banking in India – Problems of Merchant Bankers – Scope for Merchant Banking in India.	
<b>III</b>	<b>Hire Purchase &amp; Leasing:</b> Hire Purchase – Meaning – Origin and Development – Features of Hire Purchase Agreement – Banks and Hire Purchase Business – Bank Credit for Hire Purchase Business; Leasing: Definition – Steps Involved in Leasing Transaction – Types of Lease – Advantages and Disadvantages – Legal and Tax Aspects of Leasing – Contents of a Lease Agreement.	
<b>IV</b>	<b>Venture Capital:</b> Definition – Features – Scope – Importance – Disinvestment Mechanism – Origin; Government of India Guidelines for the Venture Capital; Indian Scenario – Suggestions for the Growth of Venture Capital Funds. Factoring and Forfaiting: Factoring – Meaning – Terms and Conditions – Functions – Types – Cost of Factoring – Benefits – Factoring in India.	
<b>V</b>	<b>Mutual Funds:</b> Definition – Fund Unit Vs. Share – Classification of Funds – Importance; Mutual Fund Risks – Organisation of the Funds – Facilities Available to Investors – Net Asset Value – Investors Rights; Government of India Guidelines for Mutual Funds – Selection of a Fund – Mutual Funds in India – Reasons for Slow Growth.	
<b>References</b>		
<b>Text Book:</b>	Gordon and Natarajan, "Financial Markets and Services", Himalaya Publishing House, 2013.	



<b>BBA 3260</b>	<b>Organisational Leadership</b>	<b>3Hrs / 2Cr</b>
<b>Course Objective</b>	The prime objective of this course is to provide the students an exposure to the skills required for the world of corporate leadership that would define standards and enhance one's employability.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Categorise the different types of leaders
	<b>ii</b>	Emphasize on entrepreneurial leadership style
	<b>iii</b>	Outline the different leadership theories
	<b>iv</b>	Determine the leadership skills required to be effective leader
	<b>v</b>	Elaborate on the Leadership Traits of Modern Organizational Leaders
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Nature of Leadership</b> – Leadership and Management – Importance of Leadership – Leadership Styles and their Implications – Styles Based on ‘Authority Retained’, ‘Task Versus People Emphasis’, ‘Assumption about People’, Likert’s Four Styles.	
<b>II</b>	<b>Entrepreneurial Leadership Style</b> ; Motivation - Training, Development, Wage and Salary Administration - Performance Appraisal.	
<b>III</b>	<b>Theories of Leadership</b> : Trait Approach – Behavioural Theories – Contingency Theories; Contemporary Issues on Leadership – Women as Leaders.	
<b>IV</b>	<b>Leadership Skills</b> : Technical Skills – Analytical Skills – Decision Making Skills – Time Management – Resource Management – Change Management.	
<b>V</b>	<b>Leadership Traits of Modern Organizational Leaders</b> – Executive Coaching Strategies – Counseling Strategies – Consultation Strategies.	
<b>References</b>		
<b>Text Book:</b>	K. Aswathappa, Organisational Behaviour, Himalaya Publishing House, Mumbai, 2012.	

<b>BBA 3535</b>	<b>International Marketing</b>	<b>5Hrs / 5Cr</b>
<b>Course Objective</b>	The students will gain an exposure to marketing strategies, inviting them to the International market, propel export and import of goods globally.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Identify the motives of international marketing and outline the theories of international trade.
	<b>ii</b>	Interpret the various modes of entry in to international market and illustrate the product life cycle.
	<b>iii</b>	Explain the concept of product inception and development and summarize the current scenario involving international branding along with pricing strategies.
	<b>iv</b>	Develop an understanding in marketing channels, factors affecting channel decisions, personal selling process and to demonstrate marketing communication.
	<b>v</b>	Appraise the need to know about the preliminaries for starting export, export agreement, import procedure and sketch out the importance of letters of credit along with import documentation.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>International Marketing:</b> Definition – Special Problems in International Marketing – Reasons for motives of International Marketing – Internalization Stages – International Marketing Decisions – Participants in International Marketing.	
<b>II</b>	<b>International Marketing Environment:</b> Economic environment – Social Environment – Demographic environment – Political & Government environment – Technological environment; Market selection: Selection Process – Determinants of Market selection; Market entry strategies.	
<b>III</b>	<b>International Product Decisions:</b> Product Decisions – Product – Components and Levels of Product – Product Mix – Product life cycle and International Marketing – New product Development steps; Branding: Global Brand – Branding problems in International Marketing; Packaging and Labeling; Functions & Importance – Factors influencing Packaging Decisions.	
<b>IV</b>	<b>International Pricing:</b> Types of cost in Export Marketing – Objectives – Factors affecting Pricing – Pricing Methods – Steps in Pricing; International Distribution: International Channel System – Types of Foreign Intermediaries.	
<b>V</b>	<b>Export Finance:</b> Payment Terms; Letter of credit: Parties of the Letter of Credit – Kinds of Letter of Credit; Export Document: Reshipment Document – Documents Related to Goods - Certificates related to shipment - Documents related to payment.	
<b>References</b>		
<b>Text Book:</b>	International marketing, Francis Cherunilam, 15 <sup>th</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai – 400004, 2017.	

<b>BBA 3550</b>	<b>Retail Management</b>	<b>5Hrs / 5Cr</b>
<b>Course Objective</b>	Consumer market has evinced interest from both domestic and international retailers. In this context this subject helps to make the students understand the	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	i	Cite and remember the meaning and features of retailing.
	ii	Describe the process and factors influencing the retail consumer.
	iii	Analyze the factor influencing pricing.
	iv	Categorize the retail units and retail formats.
	v	Evaluate the retail promotion strategies.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Retailing:</b> Meaning – Functions of a Retailer - Features of Retailing – Retailer in the Marketing Channel –Retailer and Marketing Mix – Main Drives of Retailing in India – Challenges to Retail Development in India.	
<b>II</b>	<b>Retail Consumer:</b> Buying Process – Factors Affecting Consumer Decision Making – Factors Influencing the Retail Shopper – Customer Service in Retailing – Market Segmentation. Retail Merchandising – Merchandise Mix – Variables Affecting Merchandise Mix – Categorizing – Category Management - Suppliers – Criteria for Selection of Suppliers – Buying Function – Brand Management.	
<b>III</b>	<b>Retail Pricing:</b> Meaning – Factors Affecting Retail Prices – Pricing Objectives – Retail Pricing Policies – Price Adjustments – Retail Store Location – Factors Influencing Retailer's Choice of Location – Levels of Location Decisions and its Determining Factors – Retail Location Strategies.	
<b>IV</b>	<b>Organisation Pattern in Retailing:</b> Classification of Retail Units – Retailing Formats – Methods of Customer Interaction; Store Layout: Types – Store Design – Key Components of Retail Atmospherics.	
<b>V</b>	<b>Retail Promotion Strategies:</b> Elements of Retail Promotional Mix – Methods of Communicating With Customers – Steps in Designing Retail Sales Promotions – Paid Personal Communication – Unpaid Impersonal Communication – Selection of Promotional Mix – Media Selection – Popular Media Vehicles used in the Indian Retail Sector.	
<b>References</b>		
<b>Text Book:</b>	S.Banumathy&M.Jeyalakshmi, Retail Marketing, Himalaya Publishing House, New Delhi 2010.	

<b>BBA 3627</b>	<b>Cost Accounting</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	This course aims to test the students ability understand conceptual frame work of Cost accounting. It provides an in-depth study of the Cost Accounting Principles and Techniques for identification, analysis and classification of cost components to facilitate managerial decision making.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Outline the cost concepts and techniques in costing
	<b>ii</b>	Familiarise themselves with Material cost, inventory control and maintenance
	<b>iii</b>	Discern Labour cost and labour turnover
	<b>iv</b>	Categorize the Overhead cost and methods of absorption
	<b>v</b>	Illustrate the different methods of costing
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Introduction</b> – Definitions - Nature and Scope of Cost Accounting – Objectives - Difference Between Cost and Financial Accounting – Cost Classifications – Types –Methods and Techniques of Costing – Preparation of Cost Sheet.	
<b>II</b>	<b>Material Cost</b> – Purchase Control – Bills of Materials – Requisition – Inspection – Material Inventory Control – Maintenance of Stock Level – Stores Ledger – Material Issue Control – Pricing of Materials.	
<b>III</b>	<b>Labour Cost</b> – Direct and Indirect Labour Cost Control – Time and Motion Study – Merit Rating Time Keeping and Time Booking – Labour Turnover - Causes of Labour Turnover; Labour Cost Accounting – Time Rate System – Methods of Remuneration – Accelerating Premium Plans – Payroll Department Functions.	
<b>IV</b>	<b>Overhead Analysis</b> – Importance – Classifications – Procedures of Linking Overhead to Cost Units – Overhead Rates – Methods of Absorption of Overhead Rates.	
<b>V</b>	<b>Basics of Cost Accounting Applications</b> in Unit Costing – Job Costing – Batch Costing – Contract Costing – Process Costing – Operation Costing and Operating Costing - Service Costing.	
<b>References</b>		
<b>Text Book:</b>	S.P Jain and K.L Narang – Cost Accounting –Kalyani Publishers – New Delhi – 110 002. 2013.	

<b>BBA 3635</b>	<b>Management Information System</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	The learner will gain fundamental knowledge about the information infrastructure that the modern organization would require to exercise its various functions.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Understand the concept of management information system.
	<b>ii</b>	Explain the process of management information system.
	<b>iii</b>	Analyze the concepts of decision making and features of artificial intelligence.
	<b>iv</b>	Discuss the models of data base management information system.
	<b>v</b>	Examine the concepts of Enterprise Management Systems and Enterprise Resource Planning
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Information System:</b> Definition-Features -Dimensions - Types - Value - Management Information; Management Information System: Definition -Functions - Process - Role -Objectives - Components -Characteristics - Benefits - Decision Support System-Executive Information System-Information Resource Management.	
<b>II</b>	<b>System Concepts:</b> Meaning -Elements -Characteristics -Types – Subsystems – Reasons for Subsystems; Structure of MIS: Multiple approaches to structure of MIS -Man Machine Interaction; Transactional Processing System:Features – Functions - Transactional Processing Cycle-Transaction Processing Model.	
<b>III</b>	<b>Decision Support System:</b> Meaning -Types -Characteristics -Components -DSS Tools- DSS Capabilities-MIS and DSS-Business Intelligence System-Online Analytical Processing - Data Mining – Process; Expert System: Components - Characteristics -Advantages - Limitations – Applications.	
<b>IV</b>	<b>Enterprise Resource Planning:</b> Evolution – Manufacturing Resource Planning activities - Objectives - Information Integration through ERP - ERP Implementation - Benefits – Disadvantages; Customer Relationship Management: Meaning – Definition-Role -Advantages – Disadvantages.	
<b>V</b>	<b>Electronic Commerce:</b> Definition-E-Commerce and Business Models; Electronic Data Interchange: Components-Advantages and Disadvantages-Business Opportunities opened up by the Internet-Computer in MIS-Production Information System-Marketing Information System-Finance Information System-Personnel Information System.	
<b>References</b>		
<b>Text Book:</b>	P.Mohan, “Management Information Systems”, Himalaya Publishing House, Mumbai, 2012.	



BBA 3638	Logistics Management		6Hrs / 6Cr
Course Objective	The learner will be able to comprehend the concept-based and systemic approach towards those business ventures that involve logistical expertise coupled with the functional knowledge of Supply Chain Management.		
Course Outcomes	On completion of the course, students should be able to		
	i	Recognize various approaches and strategies in logistics.	
	ii	State the key concepts of logistics and Supply chain.	
	iii	Discriminate the Fundamentals and Decisions in Transportation.	
	iv	Determine the Supply chain requirements.	
	v	Analyze the Factors influencing in Storage and location.	
Unit	Content		
I	Introduction and Planning: Definition – Importance – Objectives; Logistics / Supply Chain Strategy and Planning: Logistics/SC Strategy – Selecting the Proper Channel Strategy – Measuring Strategy Performance.		
II	The Logistics and Supply Chain Product: Nature – The 80-20 Curve – Product Characteristics – Product Packaging – Product Pricing; Logistics and Supply Chain Customer Service: Definition – Order Cycle Time – Importance; Order Processing and Information Systems: Definition – Examples – Affecting Factors – Logistics Information System.		
III	Transport Fundamentals: Importance – Single Service Choices and their Characteristics – Intermodal Services – Transport Cost Characteristics – Rate Profiles - International Transport Documentation.		
IV	Forecasting Supply Chain Requirements: Nature – Methods; Inventory Policy Decisions: Appraisal – Types of Inventories – Objectives; Purchasing and Supply Scheduling Decisions: Scheduling – Purchasing (activities).		
V	Storage and Handling System: Reasons for Storage – Functions – Alternatives; Storage and Handling Decisions: Planning for Design and Operation – Order Picking Operations; Facility Location Decision: Classification – Single and Multiple Facility Location – Dynamic Warehouse Location – Retail / Service Location.		
References			
Text Book:	Ronald H. Ballou – Business Logistics / Supply Chain Management, Pearson Education, 2012.		



<b>BBA 3644</b>	<b>Management Accounting</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	This course primarily focuses the students on the preparation of reports for internal users, such as the managers and officers of a company. These reports are an integral part of managerial accounting which provides techniques for assisting management in making decisions and tools for evaluating the effectiveness of those decisions.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Gain the knowledge about management accounting
	<b>ii</b>	Analyse the uses of ratio analysis and different techniques
	<b>iii</b>	Assess the fund flow statement and Cash flow statement
	<b>iv</b>	Familiarize themselves with different types of budgets
	<b>v</b>	Explain the uses of standard costing and need for marginal costing
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Management Accounting:</b> Definitions – Objectives – Difference Between Management Accounting, Financial and Cost Accounting – Functions of Management Accountant – Limitations – Installation of Management Accounting System.	
<b>II</b>	<b>Analysis and Interpretation of Financial Statements</b> – Concept of Financial Statements –Horizontal and Vertical Formats – Tools for Analysis of Financial Statements; Ratio Analysis – Utility – Limitations – Profitability Ratios – Turnover Ratios – Financial Ratios – Dupont Control Chart Analysis.	
<b>III</b>	<b>Funds Flow Statement</b> –Sources and Applications of Funds – Managerial Applications of Funds Flow Statement – Cash Flow Statement – Construction of Cash Flow Statement as per AS 3.	
<b>IV</b>	<b>Budget and Budgetary Control</b> – Objectives – Installation of Budgetary Control System – Procedures for Preparation of Budgets – Classifications of Budgets – ZBB Budgets.	
<b>V</b>	<b>Marginal Costing</b> – Cost Volume Profit Analysis – Managerial Applications – Standard Costing – Types of Standards – Variance Analysis – Difference Between Standard Costing and Budgets.	
<b>References</b>		
<b>Text Book:</b>	Dr. S.N. Maheswari - Principles of management Accounting – Sulthan Chand Publications – New Delhi – 110 002, 2011	

<b>BBA 3650</b>	<b>Strategic Management</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	Intensified competition among domestic private and public companies and multinational companies has brought paradigm shifts in strategic management of various companies. Therefore this paper has been introduced to make the students understand the basic concept of strategy, various types of strategies, its formulation, implementation, evaluation and control.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Define Business and strategies in a way that they provide directions to different key mission elements.
	<b>ii</b>	Formulate objectives, goals and strategies for business diversification and integration, using guidelines.
	<b>iii</b>	Appraise the organisation, industry, competitors and the environment they all operate in.
	<b>iv</b>	Implement strategies for projects, resources, functions and behaviour.
	<b>v</b>	Exercise evaluation and control for strategies, participants, premises, implementations, surveillance and special alerts.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Strategy:</b> Definition – Levels at Which Strategy Operates; <b>Strategic Management:</b> Definition – Need – Benefits – Challenges for Strategic Management – Strategic Management Process; Establishing Corporate Direction: Vision - Characteristics – Mission – Key Elements – Characteristics – Need – Contents - Business Definition – Criteria of an Effective Business Definition.	
<b>II</b>	<b>Objectives:</b> Areas – Characteristics – Importance of Objectives – Guidelines for Formulating Objectives – Objectives Vs. Goals; <b>Kinds of Strategies:</b> Grand Strategies – Modernisation Strategies – Diversification and Integration Strategies – Merger - Takeover and Joint Venture Strategies – Turnaround - Divestment and Liquidation Strategies – Contingency Strategies.	
<b>III</b>	<b>Strategy Formulation :</b> Environmental Appraisal – Organisational Appraisal – Process of Strategic Choice – Objective Factors - Corporate Portfolio Analysis – BCG Matrix – GE Nine-Cell Matrix – DPM Matrix – TOWS Matrix – Industry and Competitor Analysis – Subjective Factors.	
<b>IV</b>	<b>Strategic Implementation:</b> Issues in Strategic Implementation – Project Implementation – Procedural Implementation – Resource Allocation – Structural Implementation – Functional Implementation – Behavioural Implementation.	
<b>V</b>	<b>Strategic Evaluation and Control:</b> Nature – Importance – Participants – Barriers in Strategic Evaluation; <b>Strategic Control:</b> Premise Control – Implementation Control – Strategic Surveillance – Special Alert Control.	
<b>References</b>		
<b>Text Book:</b>	Azhar Kazmi, Strategic Management and Business Policy Third Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi 2012.	

## ENTREPRENEURIAL DEVELOPMENT

BBA 2554

5 Hrs / 5 Cr

**Objective:** The objective of this course is to make the students acquainted to Entrepreneurship, and to develop in them the quality for Innovative entrepreneur.

### UNIT-I

Entrepreneurship: Introduction-Nature of Entrepreneurship-Concept- Development in Early – Middle - Industrial and Modern Period- Importance of Entrepreneurship- Entrepreneurial Qualities- Characteristics and Classifications.

### UNIT-II

Women Entrepreneur: Concept - functions and role – growth - problems of women entrepreneurs - selection of industry - role of women associations; Rural Entrepreneurs; Factors effecting entrepreneurial growth.

### UNIT-III

Small Enterprise: Introduction – Definitions – Characteristics – Objectives – Opportunities - Role and Problems; Project Identification and Selection: Project Formulation - Project Appraisal; Financing of Enterprise: Need – Sources - Venture Capital; Ownership Structure.

### UNIT-IV

Institutional Finance to Entrepreneurs: Commercial Banks - Other Financial Institutions-IDBI – IFCI – ICICI – LIC – UTI – SIDCS – SIDBI - EXIM BANK; Institutional Support to Entrepreneurs: Need – NSIC - SIDO – SSIB – DICs - SISI; Government Policy for Small Scale Enterprises.

### UNIT-V

Entrepreneurial Development Programmes in India: concept and Need of EDPs - Objectives of EDP - Phases of EDP - Course contents – schemes - Institutional programmes – Problems - evaluation of EDPs.

#### Text Books:

1. Dr. S.S Khanaka, Entrepreneurial Development, Sultan Chand & Sons, New Delhi-2010
2. Dr. C.B Gupta & Dr. S.S Khanaka, Entrepreneurship and Small Business Management, Sultan Chand & Sons, New Delhi-2010



<b>BBA 2556</b>	<b>Financial Services</b>	<b>5Hrs / 5Cr</b>
<b>Course Objective</b>	To enable the students to acquire skills necessary to successfully carve a career in financial services management and to enrich their knowledge on key areas relating to management of financial products and services.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Understand about meaning of financial services and challenges facing the financial sector.
	<b>ii</b>	Classify the merchant banking and problems of merchant banking in India.
	<b>iii</b>	Classify the features of hire purchase and types of leasing.
	<b>iv</b>	Develop features of venture capital and benefits of factoring.
	<b>v</b>	Categorize the different types of funds and reasons of slow growth in mutual funds.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Financial Services:</b> Meaning – Scope – Classification of Financial Services Industry – Causes for Financial Innovation – New Financial Products and Services – Innovative Financial Instruments – Classification of Share Capital – Challenges facing the Financial Sector – Present Scenario.	
<b>II</b>	<b>Merchant Banking:</b> Definition – Merchant Banking in India – Merchant Banks and Commercial Banks – Services of Merchant Banks – Merchant Bankers as Lead Manager – Duties and Responsibilities of Lead Managers – Qualities Required for Merchant Bankers – SEBI Guidelines for Merchant Bankers – Progress of Merchant Banking in India – Problems of Merchant Bankers – Scope for Merchant Banking in India.	
<b>III</b>	<b>Hire Purchase &amp; Leasing:</b> Hire Purchase – Meaning – Origin and Development – Features of Hire Purchase Agreement – Banks and Hire Purchase Business – Bank Credit for Hire Purchase Business; Leasing: Definition – Steps Involved in Leasing Transaction – Types of Lease – Advantages and Disadvantages – Legal and Tax Aspects of Leasing – Contents of a Lease Agreement.	
<b>IV</b>	<b>Venture Capital:</b> Definition – Features – Scope – Importance – Disinvestment Mechanism – Origin; Government of India Guidelines for the Venture Capital; Indian Scenario – Suggestions for the Growth of Venture Capital Funds. Factoring and Forfaiting: Factoring – Meaning – Terms and Conditions – Functions – Types – Cost of Factoring – Benefits – Factoring in India.	
<b>V</b>	<b>Mutual Funds:</b> Definition – Fund Unit Vs. Share – Classification of Funds – Importance; Mutual Fund Risks – Organisation of the Funds – Facilities Available to Investors – Net Asset Value – Investors Rights; Government of India Guidelines for Mutual Funds – Selection of a Fund – Mutual Funds in India – Reasons for Slow Growth.	
<b>References</b>		
<b>Text Book:</b>	Gordon and Natarajan, "Financial Markets and Services", Himalaya Publishing House, 2013.	

<b>BBA 3260</b>	<b>Organisational Leadership</b>	<b>3Hrs / 2Cr</b>
<b>Course Objective</b>	The prime objective of this course is to provide the students an exposure to the skills required for the world of corporate leadership that would define standards and enhance one's employability.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Categorise the different types of leaders
	<b>ii</b>	Emphasize on entrepreneurial leadership style
	<b>iii</b>	Outline the different leadership theories
	<b>iv</b>	Determine the leadership skills required to be effective leader
	<b>v</b>	Elaborate on the Leadership Traits of Modern Organizational Leaders
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Nature of Leadership</b> – Leadership and Management – Importance of Leadership – Leadership Styles and their Implications – Styles Based on ‘Authority Retained’, ‘Task Versus People Emphasis’, ‘Assumption about People’, Likert’s Four Styles.	
<b>II</b>	<b>Entrepreneurial Leadership Style</b> ; Motivation - Training, Development, Wage and Salary Administration - Performance Appraisal.	
<b>III</b>	<b>Theories of Leadership</b> : Trait Approach – Behavioural Theories – Contingency Theories; Contemporary Issues on Leadership – Women as Leaders.	
<b>IV</b>	<b>Leadership Skills</b> : Technical Skills – Analytical Skills – Decision Making Skills – Time Management – Resource Management – Change Management.	
<b>V</b>	<b>Leadership Traits of Modern Organizational Leaders</b> – Executive Coaching Strategies – Counseling Strategies – Consultation Strategies.	
<b>References</b>		
<b>Text Book:</b>	K. Aswathappa, Organisational Behaviour, Himalaya Publishing House, Mumbai, 2012.	

<b>BBA 3535</b>	<b>International Marketing</b>	<b>5Hrs / 5Cr</b>
<b>Course Objective</b>	The students will gain an exposure to marketing strategies, inviting them to the International market, propel export and import of goods globally.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Identify the motives of international marketing and outline the theories of international trade.
	<b>ii</b>	Interpret the various modes of entry in to international market and illustrate the product life cycle.
	<b>iii</b>	Explain the concept of product inception and development and summarize the current scenario involving international branding along with pricing strategies.
	<b>iv</b>	Develop an understanding in marketing channels, factors affecting channel decisions, personal selling process and to demonstrate marketing communication.
	<b>v</b>	Appraise the need to know about the preliminaries for starting export, export agreement, import procedure and sketch out the importance of letters of credit along with import documentation.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>International Marketing:</b> Definition – Special Problems in International Marketing – Reasons for motives of International Marketing – Internalization Stages – International Marketing Decisions – Participants in International Marketing.	
<b>II</b>	<b>International Marketing Environment:</b> Economic environment – Social Environment – Demographic environment – Political & Government environment – Technological environment; Market selection: Selection Process – Determinants of Market selection; Market entry strategies.	
<b>III</b>	<b>International Product Decisions:</b> Product Decisions – Product – Components and Levels of Product – Product Mix – Product life cycle and International Marketing – New product Development steps; Branding: Global Brand – Branding problems in International Marketing; Packaging and Labeling; Functions & Importance – Factors influencing Packaging Decisions.	
<b>IV</b>	<b>International Pricing:</b> Types of cost in Export Marketing – Objectives – Factors affecting Pricing – Pricing Methods – Steps in Pricing; International Distribution: International Channel System – Types of Foreign Intermediaries.	
<b>V</b>	<b>Export Finance:</b> Payment Terms; Letter of credit: Parties of the Letter of Credit – Kinds of Letter of Credit; Export Document: Reshipment Document – Documents Related to Goods - Certificates related to shipment - Documents related to payment.	
<b>References</b>		
<b>Text Book:</b>	International marketing, Francis Cherunilam, 15 <sup>th</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai – 400004, 2017.	



<b>BBA 3550</b>	<b>Retail Management</b>	<b>5Hrs / 5Cr</b>
<b>Course Objective</b>	Consumer market has evinced interest from both domestic and international retailers. In this context this subject helps to make the students understand the	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Cite and remember the meaning and features of retailing.
	<b>ii</b>	Describe the process and factors influencing the retail consumer.
	<b>iii</b>	Analyze the factor influencing pricing.
	<b>iv</b>	Categorize the retail units and retail formats.
	<b>v</b>	Evaluate the retail promotion strategies.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Retailing:</b> Meaning – Functions of a Retailer - Features of Retailing – Retailer in the Marketing Channel –Retailer and Marketing Mix – Main Drives of Retailing in India – Challenges to Retail Development in India.	
<b>II</b>	<b>Retail Consumer:</b> Buying Process – Factors Affecting Consumer Decision Making – Factors Influencing the Retail Shopper – Customer Service in Retailing – Market Segmentation. Retail Merchandising – Merchandise Mix – Variables Affecting Merchandise Mix – Categorizing – Category Management - Suppliers – Criteria for Selection of Suppliers – Buying Function – Brand Management.	
<b>III</b>	<b>Retail Pricing:</b> Meaning – Factors Affecting Retail Prices – Pricing Objectives – Retail Pricing Policies – Price Adjustments – Retail Store Location – Factors Influencing Retailer's Choice of Location – Levels of Location Decisions and its Determining Factors – Retail Location Strategies.	
<b>IV</b>	<b>Organisation Pattern in Retailing:</b> Classification of Retail Units – Retailing Formats – Methods of Customer Interaction; Store Layout: Types – Store Design – Key Components of Retail Atmospherics.	
<b>V</b>	<b>Retail Promotion Strategies:</b> Elements of Retail Promotional Mix – Methods of Communicating With Customers – Steps in Designing Retail Sales Promotions – Paid Personal Communication – Unpaid Impersonal Communication – Selection of Promotional Mix – Media Selection – Popular Media Vehicles used in the Indian Retail Sector.	
<b>References</b>		
<b>Text Book:</b>	S.Banumathy&M.Jeyalakshmi, Retail Marketing, Himalaya Publishing House, New Delhi 2010.	

<b>BBA 3627</b>	<b>Cost Accounting</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	This course aims to test the students ability understand conceptual frame work of Cost accounting. It provides an in-depth study of the Cost Accounting Principles and Techniques for identification, analysis and classification of cost components to facilitate managerial decision making.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Outline the cost concepts and techniques in costing
	<b>ii</b>	Familiarise themselves with Material cost, inventory control and maintenance
	<b>iii</b>	Discern Labour cost and labour turnover
	<b>iv</b>	Categorize the Overhead cost and methods of absorption
	<b>v</b>	Illustrate the different methods of costing
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Introduction</b> – Definitions - Nature and Scope of Cost Accounting – Objectives - Difference Between Cost and Financial Accounting – Cost Classifications – Types –Methods and Techniques of Costing – Preparation of Cost Sheet.	
<b>II</b>	<b>Material Cost</b> – Purchase Control – Bills of Materials – Requisition – Inspection – Material Inventory Control – Maintenance of Stock Level – Stores Ledger – Material Issue Control – Pricing of Materials.	
<b>III</b>	<b>Labour Cost</b> – Direct and Indirect Labour Cost Control – Time and Motion Study – Merit Rating Time Keeping and Time Booking – Labour Turnover - Causes of Labour Turnover; Labour Cost Accounting – Time Rate System – Methods of Remuneration – Accelerating Premium Plans – Payroll Department Functions.	
<b>IV</b>	<b>Overhead Analysis</b> – Importance – Classifications – Procedures of Linking Overhead to Cost Units – Overhead Rates – Methods of Absorption of Overhead Rates.	
<b>V</b>	<b>Basics of Cost Accounting Applications</b> in Unit Costing – Job Costing – Batch Costing – Contract Costing – Process Costing – Operation Costing and Operating Costing - Service Costing.	
<b>References</b>		
<b>Text Book:</b>	S.P Jain and K.L Narang – Cost Accounting –Kalyani Publishers – New Delhi – 110 002. 2013.	

<b>BBA 3635</b>	<b>Management Information System</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	The learner will gain fundamental knowledge about the information infrastructure that the modern organization would require to exercise its various functions.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Understand the concept of management information system.
	<b>ii</b>	Explain the process of management information system.
	<b>iii</b>	Analyze the concepts of decision making and features of artificial intelligence.
	<b>iv</b>	Discuss the models of data base management information system.
	<b>v</b>	Examine the concepts of Enterprise Management Systems and Enterprise Resource Planning
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Information System:</b> Definition-Features -Dimensions - Types - Value - Management Information; Management Information System: Definition -Functions - Process - Role -Objectives - Components -Characteristics - Benefits - Decision Support System-Executive Information System-Information Resource Management.	
<b>II</b>	<b>System Concepts:</b> Meaning -Elements -Characteristics -Types – Subsystems – Reasons for Subsystems; Structure of MIS: Multiple approaches to structure of MIS -Man Machine Interaction; Transactional Processing System:Features – Functions - Transactional Processing Cycle-Transaction Processing Model.	
<b>III</b>	<b>Decision Support System:</b> Meaning -Types -Characteristics -Components -DSS Tools- DSS Capabilities-MIS and DSS-Business Intelligence System-Online Analytical Processing - Data Mining – Process; Expert System: Components - Characteristics -Advantages - Limitations – Applications.	
<b>IV</b>	<b>Enterprise Resource Planning:</b> Evolution – Manufacturing Resource Planning activities - Objectives - Information Integration through ERP - ERP Implementation - Benefits – Disadvantages; Customer Relationship Management: Meaning – Definition-Role -Advantages – Disadvantages.	
<b>V</b>	<b>Electronic Commerce:</b> Definition-E-Commerce and Business Models; Electronic Data Interchange: Components-Advantages and Disadvantages-Business Opportunities opened up by the Internet-Computer in MIS-Production Information System-Marketing Information System-Finance Information System-Personnel Information System.	
<b>References</b>		
<b>Text Book:</b>	P.Mohan, “Management Information Systems”, Himalaya Publishing House, Mumbai, 2012.	

<b>BBA 3638</b>	<b>Logistics Management</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	The learner will be able to comprehend the concept-based and systemic approach towards those business ventures that involve logistical expertise coupled with the functional knowledge of Supply Chain Management.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Recognize various approaches and strategies in logistics.
	<b>ii</b>	State the key concepts of logistics and Supply chain.
	<b>iii</b>	Discriminate the Fundamentals and Decisions in Transportation.
	<b>iv</b>	Determine the Supply chain requirements.
	<b>v</b>	Analyze the Factors influencing in Storage and location.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Introduction and Planning:</b> Definition – Importance – Objectives; Logistics / Supply Chain Strategy and Planning: Logistics/SC Strategy – Selecting the Proper Channel Strategy – Measuring Strategy Performance.	
<b>II</b>	<b>The Logistics and Supply Chain Product:</b> Nature – The 80-20 Curve – Product Characteristics – Product Packaging – Product Pricing; Logistics and Supply Chain Customer Service: Definition – Order Cycle Time – Importance; Order Processing and Information Systems: Definition – Examples – Affecting Factors – Logistics Information System.	
<b>III</b>	<b>Transport Fundamentals:</b> Importance – Single Service Choices and their Characteristics – Intermodal Services – Transport Cost Characteristics – Rate Profiles - International Transport Documentation.	
<b>IV</b>	<b>Forecasting Supply Chain Requirements:</b> Nature – Methods; Inventory Policy Decisions: Appraisal – Types of Inventories – Objectives; Purchasing and Supply Scheduling Decisions: Scheduling – Purchasing (activities).	
<b>V</b>	<b>Storage and Handling System:</b> Reasons for Storage – Functions – Alternatives; Storage and Handling Decisions: Planning for Design and Operation – Order Picking Operations; Facility Location Decision: Classification – Single and Multiple Facility Location – Dynamic Warehouse Location – Retail / Service Location.	
<b>References</b>		
<b>Text Book:</b>	Ronald H. Ballou – Business Logistics / Supply Chain Management, Pearson Education, 2012.	

<b>BBA 3644</b>	<b>Management Accounting</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	This course primarily focuses the students on the preparation of reports for internal users, such as the managers and officers of a company. These reports are an integral part of managerial accounting which provides techniques for assisting management in making decisions and tools for evaluating the effectiveness of those decisions.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Gain the knowledge about management accounting
	<b>ii</b>	Analyse the uses of ratio analysis and different techniques
	<b>iii</b>	Assess the fund flow statement and Cash flow statement
	<b>iv</b>	Familiarize themselves with different types of budgets
	<b>v</b>	Explain the uses of standard costing and need for marginal costing
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Management Accounting:</b> Definitions – Objectives – Difference Between Management Accounting, Financial and Cost Accounting – Functions of Management Accountant – Limitations – Installation of Management Accounting System.	
<b>II</b>	<b>Analysis and Interpretation of Financial Statements</b> – Concept of Financial Statements –Horizontal and Vertical Formats – Tools for Analysis of Financial Statements; Ratio Analysis – Utility – Limitations – Profitability Ratios – Turnover Ratios – Financial Ratios – Dupont Control Chart Analysis.	
<b>III</b>	<b>Funds Flow Statement</b> –Sources and Applications of Funds – Managerial Applications of Funds Flow Statement – Cash Flow Statement – Construction of Cash Flow Statement as per AS 3.	
<b>IV</b>	<b>Budget and Budgetary Control</b> – Objectives – Installation of Budgetary Control System – Procedures for Preparation of Budgets – Classifications of Budgets – ZBB Budgets.	
<b>V</b>	<b>Marginal Costing</b> – Cost Volume Profit Analysis – Managerial Applications – Standard Costing – Types of Standards – Variance Analysis – Difference Between Standard Costing and Budgets.	
<b>References</b>		
<b>Text Book:</b>	Dr. S.N. Maheswari - Principles of management Accounting – Sulthan Chand Publications – New Delhi – 110 002, 2011	



<b>BBA 3650</b>	<b>Strategic Management</b>	<b>6Hrs / 6Cr</b>
<b>Course Objective</b>	Intensified competition among domestic private and public companies and multinational companies has brought paradigm shifts in strategic management of various companies. Therefore this paper has been introduced to make the students understand the basic concept of strategy, various types of strategies, its formulation, implementation, evaluation and control.	
<b>Course Outcomes</b>	On completion of the course, students should be able to	
	<b>i</b>	Define Business and strategies in a way that they provide directions to different key mission elements.
	<b>ii</b>	Formulate objectives, goals and strategies for business diversification and integration, using guidelines.
	<b>iii</b>	Appraise the organisation, industry, competitors and the environment they all operate in.
	<b>iv</b>	Implement strategies for projects, resources, functions and behaviour.
	<b>v</b>	Exercise evaluation and control for strategies, participants, premises, implementations, surveillance and special alerts.
<b>Unit</b>	<b>Content</b>	
<b>I</b>	<b>Strategy:</b> Definition – Levels at Which Strategy Operates; <b>Strategic Management:</b> Definition – Need – Benefits – Challenges for Strategic Management – Strategic Management Process; Establishing Corporate Direction: Vision - Characteristics – Mission – Key Elements – Characteristics – Need – Contents - Business Definition – Criteria of an Effective Business Definition.	
<b>II</b>	<b>Objectives:</b> Areas – Characteristics – Importance of Objectives – Guidelines for Formulating Objectives – Objectives Vs. Goals; <b>Kinds of Strategies:</b> Grand Strategies – Modernisation Strategies – Diversification and Integration Strategies – Merger - Takeover and Joint Venture Strategies – Turnaround - Divestment and Liquidation Strategies – Contingency Strategies.	
<b>III</b>	<b>Strategy Formulation :</b> Environmental Appraisal – Organisational Appraisal – Process of Strategic Choice – Objective Factors - Corporate Portfolio Analysis – BCG Matrix – GE Nine-Cell Matrix – DPM Matrix – TOWS Matrix – Industry and Competitor Analysis – Subjective Factors.	
<b>IV</b>	<b>Strategic Implementation:</b> Issues in Strategic Implementation – Project Implementation – Procedural Implementation – Resource Allocation – Structural Implementation – Functional Implementation – Behavioural Implementation.	
<b>V</b>	<b>Strategic Evaluation and Control:</b> Nature – Importance – Participants – Barriers in Strategic Evaluation; <b>Strategic Control:</b> Premise Control – Implementation Control – Strategic Surveillance – Special Alert Control.	
<b>References</b>		
<b>Text Book:</b>	Azhar Kazmi, Strategic Management and Business Policy Third Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi 2012.	



## ENTREPRENEURIAL DEVELOPMENT

BBA 2554

5 Hrs / 5 Cr

**Objective:** The objective of this course is to make the students acquainted to Entrepreneurship, and to develop in them the quality for Innovative entrepreneur.

### UNIT-I

Entrepreneurship: Introduction-Nature of Entrepreneurship-Concept- Development in Early – Middle - Industrial and Modern Period- Importance of Entrepreneurship- Entrepreneurial Qualities- Characteristics and Classifications.

### UNIT-II

Women Entrepreneur: Concept - functions and role – growth - problems of women entrepreneurs - selection of industry - role of women associations; Rural Entrepreneurs; Factors effecting entrepreneurial growth.

### UNIT-III

Small Enterprise: Introduction – Definitions – Characteristics – Objectives – Opportunities - Role and Problems; Project Identification and Selection: Project Formulation - Project Appraisal; Financing of Enterprise: Need – Sources - Venture Capital; Ownership Structure.

### UNIT-IV

Institutional Finance to Entrepreneurs: Commercial Banks - Other Financial Institutions-IDBI – IFCI – ICICI – LIC – UTI – SIDCS – SIDBI - EXIM BANK; Institutional Support to Entrepreneurs: Need – NSIC - SIDO – SSIB – DICs - SISI; Government Policy for Small Scale Enterprises.

### UNIT-V

Entrepreneurial Development Programmes in India: concept and Need of EDPs - Objectives of EDP - Phases of EDP - Course contents – schemes - Institutional programmes – Problems - evaluation of EDPs.

#### Text Books:

1. Dr. S.S Khanaka, Entrepreneurial Development, Sultan Chand & Sons, New Delhi-2010
2. Dr. C.B Gupta & Dr. S.S Khanaka, Entrepreneurship and Small Business Management, Sultan Chand & Sons, New Delhi-2010

**MBA 4503**

**ORGANIZATIONAL BEHAVIOUR**

**5 Hours/ 5 Credits**

**Objective:** This course intends to familiarize the students in the theories of management leading to organizational behaviour. The whole syllabus concentrates on making the students as organizational contributors and not mere managers. The content acts as an eye opener to the students in understanding the aspects of organizational behaviour, which necessarily involves managerial skills and ways of thinking.

**Outcome:** At the end of the course, students will be able to

- i. Associate the evolution of organizational behaviour and its different school of thoughts
- ii. Identify the pertinent determinants of individual behaviour and describe the impact of each determinant at the individual level
- iii. Demonstrate the nature of attitude and motivation in influencing individual behaviour and to discuss the key theories
- iv. Analyze the behaviour of individuals in a group setting, to demonstrate the effectiveness of different leadership styles and to analyze the causes and management of stress
- v. To explain the role of organizational change and to assess the importance of organizational development and organizational culture

**Unit I INTRODUCTION AND HISTORICAL OVERVIEW:** Organizational behaviour – Definition and historical overview of the field – Elton Mayo and the Hawthorne Studies

**Unit II FOUNDATIONS OF INDIVIDUAL BEHAVIOUR:** Individual Behaviour – Personality – determinants of personality, theories of personality and Measuring Personality - Perception - perceptual process, selective perception and social perception. Learning – theories of learning – reinforcement and punishment

**Unit III ATTITUDE AND MOTIVATION – CONCEPTS & THEORIES:** Attitudes – Nature and components of attitudes, functions of attitudes and changing attitudes. Motivation - content and process theories of work motivation

**Unit IV GROUP DYNAMICS AND LEADERSHIP:** Group Behaviour – Dynamics of group formation – types of groups – reasons for group formation. Leadership – Leadership styles – Difference between a leader and manager. Stress – definition, causes of stress, managing stress. Emotional Intelligence

**Unit V DYNAMICS OF ORGANIZATION:** Organizational – Organizational Change – Types of change, process of change, resistance to change and overcoming resistance to change. Organizational Development – OD interventions. Organizational Culture

**MBA 4507**

**MARKETING MANAGEMENT**

**5 Hours/ 5 Credits**

**Objective:** Marketing is an organizational function and set of process for creating, communicating and delivering values to the customer and for managing customer relationship in ways that benefit the organization and its stake holders. The Students understand the significance of Customer Orientation. This is mandatory course in first semester of the master's programme in business administration

**Outcome:** At the end of the course, students will be able to

- i. Identify and explain the functions of marketing and impact of environmental factors.
- ii. Outline the MIS – discuss the research process
- iii. Analyze the product and pricing tools of marketing
- iv. Identify the existing marketing channels and logistics
- v. Can evaluate the current promotional strategies.

**Unit I MARKETING CONCEPTS** – Nature , scope and Importance of marketing - Approaches to Marketing – Marketing Process – Functions of Marketing-Marketing environment and their impact on marketing decisions.

**Unit II MARKETING INFORMATION SYSTEM** – Marketing Research – Market Research Process – Marketing Mix- Buyer Behavior – STP Marketing

**Unit III PRODUCT** – Conceptual Framework – Product Line & Product Mix- Branding, Packaging, Labeling – New Product Development – Product Life cycle – Pricing – Classifications of Pricing - Factor Affecting Price Determination

**Unit IV CHANNELS OF DISTRIBUTION** – Importance and role of distribution in marketing – Types – Design Marketing Channel - Channel management decisions; Retailing and wholesaling – market Logistics

**Unit V PROMOTION** – Tools - advertising, personal selling, sales promotion, publicity , public relations Direct Marketing and Online Marketing – Integrated marketing Communication - reasons for and benefits of going international; entry strategies in international marketing.

#### **REFERENCES**

1. Kotler Philip and Keller; Marketing Management, PHI, New Delhi.2007
2. Marketing Special Indian Edition- Dhruv Grewal, Michael Levy,2006
3. Principles of Marketing 9th Edition - Philip Kotler and Gary Armstrong,2010

**MBA 4508**

**CORPORATE FINANCE**

**5 Hours/ 5 Credits**

**Objective:** Corporate Finance is the study of corporations and businesses from the standpoint of the financial manager.

**Outcome:** At the end of the course, students will be able to

- i. Identify the key decisions of financial management and demonstrate how they are connected to the objective of financial management
- ii. Demonstrate the effect of fixed charges obligation on the value of firm and selecting an optimal capital structure
- iii. Evaluate the alternative investments by applying capital budgeting methods and assess the working capital requirements
- iv. Analyse the effect of dividend policies by discussing the dividend theories.
- v. Outline the regulations regarding borrowing powers, inter-corporate loans and winding up given under companies act.

**Unit I KEY DECISIONS & OBJECTIVES OF FINANCIAL MANAGEMENT:** Overview of Financial Management –Finance its interface with other disciplines Planning Environment- Key Decision of Finance management - Emerging Role of Finance manager

**Unit II LEVERAGE AND CAPITAL STRUCTURE THEORIES:** Analysis of Operating and Financial Leverages – Capital Structure Theories and Planning – Cost of Capital – EBIT and EPS analysis.

**Unit III INVESTMENTS & WORKING CAPITAL DECISIONS:** Investment Decisions – Capital Budgeting- Capital Rationing – Evaluation Techniques – Working Capital Management (Planning & Financing only) – Sources of financing long term and short term requirements.

**Unit IV DIVIDEND THEORIES : Dividend** and Retention policies – Determinants of Dividends – Relevance and Irrelevance of Dividends. Dividend Practices in Manufacturing and service companies.

**Unit V PROVISIONS OF COMPANIES ACT :** Corporate Finance and Companies Act – Borrowing Powers – Inter Corporate Loans – Financial Management during Winding Up – An overview of International Financial Management.



**Credits**

**Objective:** Under this course students not only learn about recording and classifying data, they also learn about managing an organization by reporting and interpreting data for decision making. Here students are exposed to various fields of accounting viz., financial accounting, cost accounting and management accounting.

**Outcome:** At the end of the course, students will be able to

- i. Prepare the corporate financial statements as per the accounting standards
- ii. Compute ratios by comparing financial information presented and critically evaluate the performance of the firm over a period of time
- iii. **Compilation of cost related records to determine breakeven point and variances in the standard operating procedure**
- iv. Formulate a business plan to go about starting a new venture and outline the scope of various audit programs.
- v. **Outline the contemporary areas in accounting and costing to use updated methods warranted by changing business scenario**

**Unit I PREPARATION OF FINANCIAL STATEMENTS:** Basics of Understanding Corporate Financial Statements - Relevant terms - Balance Sheet and Profit and Loss Account - Notes to the accounts - Schedules - Significance of Accounting standards – An overview of International Financial Reporting System (IFRS) - Window Dressing.

**Unit II CRITICAL EVALUATION OF FINANCIAL PERFORMANCE:** Analyzing Accounting Information - Quality of Earnings - Financial Statement Analysis — Tools and Techniques used - Ratio analysis - Statement of Cash Flows and Funds flows - Management Decisions and Analysis of Report - Check points when analyzing a Financial Statement.

**Unit III: BREAKEVEN POINT & VARIANCE ANALYSIS :** Cost Concepts and Classification - Methods of Costing - Cost Determination in Manufacturing and Service Organizations – Maintenance of Costing records under cost accounting records and rules - Short Run Decision Analysis – Break even analysis its assumptions and limitations – Budgets – Variance analysis.

**Unit IV BUSINESS PLAN AND AUDITING:** A General view of Business plan – Preparation of Business plan – Auditing – Financial, Cost and Management Audits



**MBA4510**

**HUMAN RESOURCE MANAGEMENT**

**5 Hours/ 5**

**Credits**

**Objective:** This course sensitizes the students about the historical development of HRM, growth in India and the various functions of HRM starting from procurement, development, compensation, integration, maintenance and separation.

**Outcome:** At the end of the course, students will be able to

- i. Outline a framework of knowledge relating to the concepts and evolution of Human Resources Management
- ii. Apply the knowledge of Job analysis and job specification in the field of HR
- iii. Identify the correct recruitment methods for different job openings in the industry
- iv. Analyze the different training needs in an organization and suggest appropriate training methods.
- v. Evaluate the importance of Industrial relations concept

**Unit I: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT:** Nature and scope of H.R.M- objectives- importance- evolution of H.R.M- traditional vs strategic H.R.M- approaches of H.R.M- strategic H.R.M- history of H.R.M- growth of H.R.M in India- H.R.D- evolution and concept of H.R.D.

**Unit II: JOB ANALYSIS:** Introduction to job analysis- uses and process of job analysis methods

of collecting job analysis data- job description- job specification- human resource planning- responsibility of H.R.P- effective H.R.P- job evaluation- concept methods- limitations- essentials for the success of job evaluation.

**Unit III: HR RECRUITMENT:** Introduction- definition- constraints and challenges of recruitment- sources- methods of recruitment- selection- definition- purpose- process placement- induction- orientation- internal mobility- transfer- employee separation performance appraisal- process & methods- careers & success in planning- how do people choose careers.

**Unit IV: TRAINING & DEVELOPMENT:** Training- training vs development- areas of training- types of training- system approach to training- training methods- evaluation of training programme - executive development concept- definition- importance development programme- techniques- selection of suitable method of executive development.

**Unit V: INDUSTRIAL RELATIONS:** Process and approaches to I.R- significance- industrial conflicts- reasons for conflicts- personnel record- purpose of records- principles of record keeping- H.R audit- personnel research- distress- employee counseling- mentoring international H.R.M.

28

**REFERENCES**

1. VS. Rao, Human Resource Management (Text & Cases), excel books 2009
2. Ashwatappa Human Resource Management , 7<sup>th</sup> edition , 2007
3. Edwin Flippo , Personnel Management .Mc grill ,2008
4. Malik , Human Resource Management Anmol publishers ,2008
5. Ian Beard Well and Lan holder, Human Resource Management , 2006
6. Krishnan G.R Human Resource Management. Kanishka publishers , 2009

**MBA 4511                      INFORMATION TECHNOLOGY FOR MANAGERIAL DECISIONS**  
**5 Hours/ 5 Credits**

**Objective:** To help the students understand the concepts and need, of computer based information system so that they would participate effectively in designing and utilizing such systems for carrying out managerial decisions under various circumstances.

**Outcome:** At the end of the course, students will be able to

- i. Identify the basics of Management Information System
- ii. Outline the Decision support systems used by the Management in the organization organizational decision making
- iii. Analyze and design the system and the different tools required for the Information system
- iv. Compile the Data ware housing and data mining techniques
- v. **Outline the Customer Relationship Concepts in the Business World**

**Unit I FUNDAMENTALS OF MIS:** Conceptual Foundation of MIS: Management - Definition - Function - Levels. Information - Concepts - sources - information needs for Managerial function, System Concepts - Characteristics - Organization as a system, MIS – Definition - IS Model - System Approach to Problem Solving - MIS Structure. Information System Needs for Managers: Changing Role of IS. In Organization - Information systems in Organization - classification - Mint berg's managerial roles & supporting I S - Decision Making -Types - Simon's Model - Supporting I S.

**Unit II DECISION SUPPORT SYSTEM & EXPERT SYSTEMS:** Information System in Business and Management: Transaction Processing Systems - Information processing for online/ real time and batch system- MIS for functional areas - Integrated MIS - End user and office automation system. Advanced Concepts: DSS. Definition- characteristics - Types - Structure - levels - of DSS - Technology - Development process - EIS Characteristics - Expert systems - Definition - Characteristics - Structure - Development Process.

**Unit III SYSTEM ANALYSIS & DESIGN:** System Analysis and Design Introduction to different Methodologies and Structured system analysis - Requirement analysis - Feasibility analysis. System Design Tools - ER diagram - Dataflow Diagram for business suite development.

**Unit IV DATA MINING & DATA WAREHOUSING:** Data Mining - Data Mining- on Relation Database- Data Warehouses- Classification of Data Mining systems - - Introduction to Data were house features- Data mining concepts in relevant to business applications - Approaches - Methodology.

18

**Unit V CRM:** Electronic Customer relationship management: Business process models and CRM - foundations of customer - centric business - customers and their lifecycles – ECRM / web based CRM architecture -goals - Components – Parameters for analysing customers - Analysis of successful CRM sites - Critical success factors for CRM through the web.

**REFERENCES**

1. James A O'brien, Management Information System (4 ed.) Tata Mc GrawHill, 2006
2. Gary W Dickson & James C Wetherbe, The Management of information System, Mc GrawHill, 1999.
3. Janakiraman V S & Sarukesi V S. Decision support system (1 ed.) PHI, 2001
4. Gordon B Davis, Margret H Olson, Management Information System (2 ed) Mc GrawHill, 2003

**Entrepreneurship – An introduction**

The objective of this course is to sensitise the students with entrepreneurship skills they should nurture and develop. This course sensitizes the students with the concept of entrepreneurship, entrepreneurial traits and the process of entrepreneurship.

**Objective:**

- To possess a well-grounded understanding of essential entrepreneurial business principles
- To identify, appreciate, and assess the knowledge, attitudes, and skills of an entrepreneur.
- To study and observe entrepreneurial settings and entrepreneurial role models through exposure to actual business settings and experiences.
- To have an expanded awareness of the resources available for creating a business plan
- To establish a level of confidence in creating a business plan as a tool to assess, create, and communicate a business concept.

**Knowledge Skills acquired in this course:**

Learning Outcomes: After studying this course, the students would be able to build on personal as well as external resources with a view to successfully launching and subsequently managing their enterprises. They would have not only a definite idea as to which support/ developmental agency to look up and for what purpose, but also the necessary know-how and wherewithal for accessing their help. They would have basic skills in operations, finance, marketing and human resource management.

**Guest speakers associated with this course:**

Students will learn from presentations by local entrepreneurs

**Teaching/Learning Strategy:**

Students will learn through class lecturers, case studies, and invited lectures.

## **Syllabus**

### **Unit I**

The nature and importance of entrepreneurs – Definition of entrepreneur and entrepreneurship – Role of entrepreneurship in economic development – Entrepreneurship in ancient period, pre independence period, and 1947 onwards. Future and drawbacks of entrepreneurship. Advantages and drawbacks of pursuing entrepreneurship as a career

### **Unit II**

Classification and functions of entrepreneur – characteristics and traits of entrepreneur. Male Vs. female entrepreneurship. Rural entrepreneurship – Social entrepreneurship

### **Unit III**

Managerial Vs. Entrepreneurial decision making – Intrapreneurship – Climate for Intrapreneurship – establishing Intrapreneurship in organisation

### **Unit IV**

Creating and starting the venture – creativity and business idea – the business plan – sources of capital – managing the enterprise – Buying an existing business - Franchising

### **Unit V**

Strategies for growth and managing the implications of growth – Accessing resources for growth from external sources – Going public – Ending the venture - Financial support by the government, development banks and public sector banks Global aspects of entrepreneurship Contemporary issues.

### **References:**

1. Hisrich, Peters and Sheperd, Entrepreneurship, Sixth edition, Tata McGraw Hill, 2006
2. Peter Drucker Innovation and Entrepreneurship, Colins (Reprint) 2006
3. Zimmerer and Scarborough, Essentials of entrepreneurship and small business management, fourth edition, Prentice Hall of India, 2006

**MBA 4514****OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS****5 Hours/ 5 Credits**

**Objective:** The course illustrates the process carried out in the production and service sectors. For any concern, productivity is the main criteria that decide the sustainability. Hence to improve the productivity, a basic knowledge on the operation and production process is essential. This paper throws light on the aspect of production and the total quality management. In addition to this, concepts of ERP are also integrated.

**Outcome:** At the end of the course, students will be able to

- i. Identify the meaning scope, meaning of productions and operations management and predict the demand forecasting methods
- ii. Design different plant layout types – merits and demerits
- iii. Formulate the inventory management, EOQ, material management and discuss the ERP system
- iv. Compute the PERT, CPM –understand the lean manufacturing systems
- v. **Identify and apply the concept of TQM and different tools for TQM.**

**Unit I FORECASTING AND PRODUCTION:** Scope of operations management – importance of productivity – forecasting techniques.

**Unit II PLANT LAYOUT METHODS:** Production types – location planning - plant maintenance.

**Unit III INVENTORY MANAGEMENT** – Inventory models and EOQ – aggregate planning – MRP I & II, CRP and ERP. ERP life cycle – implementation – case studies on success factors of ERP

**Unit IV LEAN PRODUCTION TECHNIQUES** – JIT, Kanban - Project management – PERT & CPM

**Unit V CONCEPTS OF TQM** – Tools of quality management – Statistical quality control , ISO & BIS certifications.

**REFERENCES**

1. William Stevenson , Operations management., Tata McGraw Hill Ltd.,2012
2. Elwood S.Buffer & Rakesh K. Sarin, Modern Production / Operations Management, Wiley Publications.2012
3. R. Panneerselvam ,2012 Production and Operations Management , Prentice Hall India Ltd.,



**Objective:** This course titled E-commerce is aptly known as the electronic commerce in general. This course sketches the current trends of business in the electronic world. It carries case studies on the familiar business sites. It also deals with the prevailing cybercrimes and security

**Outcome:** At the end of the course, students will be able to

- i. Discuss the scope of e-commerce, applications and explain the terminologies
- ii. To identify and design business models – evaluation of successful sites
- iii. Evaluate the trends in e-marketing
- iv. Explain the e-payment and mechanism of ATM, online transaction
- v. Explain the prevailing cybercrime and frame suitable security measures.

**Unit I FUNDAMENTAL CONCEPTS** – Ecommerce, EDI, email, internet, intranet, mobile commerce – Technical issues as cookies, sessions – search engines, types of web sites. Ecommerce advantages – features and differences from brick-and-mortar trade.

**Unit II BUSINESS MODELS IN ECOM** – Features and examples – trading systems – steps in development of web site – 7Cs of ecommerce. Analysis of successful online brands, sites etc.

**Unit III TRENDS IN EMARKETING** – Viral marketing – social media marketing – ebranding – e-advertisement and marketing types

**Unit IV EPAYMENT** – Types – recent trends in online payment – technological background of SET mechanism – ATM – types of plastic money.

**Unit V CYBER CRIMES AND THREATS** – Security measures – cryptography basics – cyber ethics – e-governance.

#### **REFERENCES**

1. Bharat Bhaskar , Ecommerce- Framework, Technologies & Applications , The McGraw Hill Ltd.,2010
2. P.T. Joseph, Ecommerce – An Indian Perspective , Eastern Economy Edition.2011

**MBA 5531**

**MARKETING RESEARCH**

**5 Hours/ 5 Credits**

**Objective:** This course aims to enhance the ability of the students to understand the process of research and to apply the tools and techniques of research in the area of marketing.

**Outcome:** At the end of the course, students will be able to

- i. Describe a conceptual framework for conducting marketing research and explain the importance and process in defining a marketing research problem
- ii. Outline research design, classify various research designs and compare and contrast the basic research designs
- iii. Discuss the concepts and primary scales of measurement, discuss the sampling design process and classify sampling techniques
- iv. Discuss data analysis associated with frequencies, cross tabulation and evaluate data analysis associated with hypothesis testing
- v. Evaluate the basic concept and scope of multidimensional scaling (MDS) in marketing research and describe the concept and procedure for conducting conjoint analysis

**UNIT I INTRODUCTION TO MARKETING RESEARCH:** Introduction to marketing research: Nature and scope of marketing research- marketing research process- defining marketing research problem- developing an approach to the problem.

**UNIT II RESEARCH DESIGN:** Basic research design- Exploratory research: Secondary data, quality research- descriptive research: Survey and observation and casual research: Experimentation.

**UNIT III MEASUREMENT AND SAMPLING:** Measurement and scaling: Comparative and non comparative scaling- questionnaire and form design- sampling design and procedures- sample size determination- field work- data preparation.

**UNIT IV HYPOTHESIS TESTING AND DATA CLASSIFICATION:** Frequency distribution, cross tabulation and hypothesis testing – ANOVA and the design of experiments- correlation and regression- discriminant analysis for classification and prediction- factor analysis- cluster analysis

**UNIT V PERCEPTUAL MAPPING AND REPORT PREPARATION:** Multidimensional scaling- conjoint analysis- attribute based perceptual mapping using discriminant analysis- report preparation and presentation.

## **REFERENCES**

1. Naresh K Malhotra, Marketing research: An applied orientation, 4<sup>th</sup> ed., PHI, 2005
2. Rajendra Nargundkar, marketing research: text and cases, 2<sup>nd</sup> ed., TMH, 2004

**MBA 5533**

**CONSUMER BEHAVIOUR**

**5 Hours/ 5 Credits**

**Objective:** This course aims at enabling students understand why and how consumers make consumption decisions. This would enable them to make better strategic marketing

decisions.

**Outcome:** At the end of the course, students will be able to

- i. Outline the marketing concept and the discipline of consumer behavior
- ii. **Identify the psychological influences on consumer behavior**
- iii. Analyse the consumer learning, memory and involvement in consumption related activities
- iv. Discuss about the sociological influences on consumer behavior
- v. Explain the consumer decision making process, innovation and diffusion process

**Unit I: MARKETING CONCEPTS & CONSUMER BEHAVIOUR:** Introduction to Consumer Behaviour – Marketing Concept and the discipline of Consumer Behaviour – Customer Value, Satisfaction and Retention – Consumer Research Process – Market Segmentation and Positioning.

**Unit II: PSYCHOLOGICAL FACTORS INFLUENCING CONSUMER BEHAVIOR:** Psychological Influences on Consumer Behaviour: Consumer Needs, Goals and Motivation – Personality and Consumer Behaviour – Consumer Perception.

**Unit III: CONSUMER LEARNING & ATTITUDE:** Consumer Learning, Memory and Involvement – Consumer Attitude - Formation Attitude Change Strategies – Communication and Consumer Behaviour.

**Unit IV: SOCIOLOGICAL INFLUENCES ON CONSUMER BEHAVIOR:** Sociological Influences on Consumer Behaviour: Influence of Culture and Subculture – Social Class Influences – Reference Group and Family Influences – Household Decision Making – Communication within Groups and Opinion Leadership.

**Unit V: CONSUMER DECISION MAKING PROCESS:** Consumer Decision Making Process : Situational Variables - Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase – Post-Purchase Action. Innovations and the Diffusion Process – Organisational Buyer Behaviour.

#### **REFERENCES**

1. Satish K Batra, Kazmi SHH, Consumer Behaviour – Text and cases, Excel Books, 2002
2. Leon G. Shiffman, Leslie Lazer Kanuk, Consumer Behaviour, 9<sup>th</sup> ed., PHI, 2007

and specific personal skills that will assist them in developing and delivering effective training. The course is designed to enable the participants, specifically those working in research, teaching, management, development and donor agencies, to effectively develop, present and manage training programs

**Outcome:** At the end of the course, students will be able to

- i. Understand the concepts of training and development and its roles
- ii. Plan and design training programs as per the needs of an organization
- iii. Gain insights of various training & evaluation methods
- iv. Analyze the different learning principles and OD models
- v. Expose the latest training methods followed in Organization

**Unit I: INTRODUCTION TO TRAINING:** Introduction To Training Concept: Definition – Meaning - Need For Training - Importance Of Training - Objectives Of Training - Concepts Of Education – Training , Education And Development

**Unit II: TRAINING PROCESS:** Need Analysis – Definition –Objectives - Framework for conducting training need analysis – Designing training and development programs - Methods for determining & Process of training needs

**Unit III: TRAINING METHODS & TRAINING EVALUATION:** Training Methods – Development & Implementation of training –Concept , Definition and need - Evaluation of training & development - Concept, definition and need of evaluation - Principles of evaluation - Criteria and approaches to evaluation

**Unit IV: ORGANIZATIONAL DEVELOPMENT:** Learning: Principles Of Learning - Theories Of Learning – Organizational Development – Concepts – Values, Assumptions and beliefs in OD, Foundations of OD – Models of OD – OD Interventions

**Unit V: TECHNOLOGIES IN TRAINING:** Technology In Training: CBT - Multimedia Training - E-Learning/Online Learning - Distance Learning – Issues in consultant – Client relationship – System related issues

## **REFERENCES**

1. Blanchard, Thacker, “ Effective Training – Systems, Strategies and practices” 2<sup>nd</sup> ed., PHI, 2013
2. Employee Training And Development – Raymond Noe, 2000
3. Training And Development- S.K. Bhatia, 2008

**Objective:** The main objective of all workplace counseling is to help individuals become self-sufficient, self-dependent, self-directed and to adjust themselves efficiently to the demands of a better and meaningful life.

**Outcome:** At the end of the course, students will be able to

- i. Discuss the workplace counseling concept with different work oriented models
- ii. Compile the role of counselors, their duties and responsibilities
- iii. Analyze the different counseling techniques followed
- iv. Evaluate the effectiveness and efficiency of counseling
- v. Explain the methods of training the counselors

**Unit I: INTRODUCTION TO WORKPLACE COUNSELING:** Workplace counseling: history, basics, dimensions and common criticisms - orientation models - brief therapy models - problem focused models - work oriented models - manager based models - externally based models - internally based models - welfare based models - organization change models

**Unit II: ROLE OF COUNSELORS:** Multiple roles of counselors - counseling values vs business values - training for counselors - ethical issues in counseling - stress and counseling - impact of organizations - systematic approaches - organization culture: different cultures and counseling

**Unit III: COUNSELING TECHNIQUE:** Preparation for counseling - assessing workplace counseling - contracting for counseling - introducing counseling in the workplace, terminating counseling - preparation of employee, assessment of employee, contracting / referring, engaging in counseling and terminating counseling

**Unit IV: EVALUATION OF COUNSELING:** Usefulness of evaluation, record keeping, evaluation, formative and summative evaluation - different methods of counseling evaluation - training in ethical decision-making - ethical responsibilities for and to clients - employee counselors - ethical responsibilities for and to themselves - organization's ethical responsibilities.

**Unit V: COUNSELOR TRAINING:** Methods of training counselors - dynamics of training - the training team, facilities, context, student group, curriculum, assessment, learning community - supervisory relationships, supervision for counselors - parallel process in workplace counseling, helping counselors in supervision.



## **INTRODUCTION OF COURSE**

This course is an eye opener for the entrepreneurship elective papers. This highlights the real meaning of entrepreneurship and the different concepts related to it. This explain is what, how, when, why concepts of entrepreneurship.

## **OBJECTIVES**

The objective of this course is to provide a foundation to mould the students to become an entrepreneur.

- i) To identify the different avenues of business ii) to identify the traits for an entrepreneur

**SKILLS REQUIRED:** Basic traits and potentials required for an entrepreneur is enough

**CAREER RESPONSIBILITIES:** The course equip the students to be a successful job providers rather than job seekers.

**STUDENTS LEARNING OUTCOMES** Students aware of the trends in entrepreneurship. They have an idea of identifying their projects including the financial aids.

**ORGANISATIONS ASSOCIATED WITH COURSE:** All successful small and medium entrepreneurs are set to be the role model.

**TEACHING –LEARNING STRATEGY:** mostly lecturing is followed. But for instances, case analysis and field visits would be followed.

## **EVALUATION METHODOLOGY**

### **I INTERNAL**

30 marks: write up test

10 marks: Assignment

10 marks: Quiz

### **II INTERNAL**

30 marks: write up test

10 marks: Assignment

10 marks: Quiz

### **UNIT – I**

Entrepreneurship : need, scope , Entrepreneurial competencies & traits, Factors affecting

entrepreneurial development, conceptual model of entrepreneurship ,

## **UNIT - II**

Steps for starting a small industry, registration as SSI, Role of SIDBI; advantages and problems of SSIs; Institutional Support mechanism in India; Incentives & Facilities, Govt. Policies for SSIs

## **UNIT -III**

Project management: meaning, scope & importance, role of project manager; Project appraisal: Preparation of a real time project feasibility report containing Technical appraisal,; Environmental appraisal, Market appraisal (including market survey for forecasting future demand and sales) and Managerial appraisal.

## **UNIT IV**

Project Financing: project cost estimation & working capital requirements, sources of funds, capital budgeting, Risk & uncertainty in project evaluation , preparation of projected financial statements -Preparation of detailed project report.

## **UNIT - IV**

Implementation of projects: Graphic Representation of Project Activities, Network Analysis, Management & control of projects, Project scheduling, problems of project implementation, project audit.

### **Text Books:**

1. Kenneth R., Van Voorthis, Entrepreneurship and Small Business Management.
2. Prasanna Chandra , Projects : Planning, Analysis, Selection, Implementation & Review  
Tata McGraw Hill

### **Reference books:**

1. C.B. Gupta & N.P. Srinivasan, Entrepreneurial Development.
2. P.Gopala Krishnan & V.E Rama Moorthy , Project Management, MacMillan India
3. Maylor, Project Management

## **INTRODUCTION OF COURSE**

This course presumes to be in a self study pattern. As we have three electives under the conceptual learning methods and one self- study paper in the III semester, there is a need for a self study for the final semester. This paper highlights the importance of financing facilities for the small and medium business.

## **OBJECTIVES**

The objective of this course is to i) identify a suitable project based on his choice. ii) to go for a suitable financial projection iii) to identify the various resources of finance.

**SKILLS REQUIRED:** Basic entrepreneurial skills and financial knowledge are enough.

**CAREER RESPONSIBILITIES:** The course enables the students to arrange for a financial assistance.

**STUDENTS LEARNING OUTCOMES** Students aware of the trends in entrepreneurship. They have an idea of identifying their projects including the financial aids.

**ORGANISATIONS ASSOCIATED WITH COURSE:** All successful small and medium entrepreneurs and the agencies associated with the financial aids .

**TEACHING –LEARNING STRATEGY:** Self learning method and field study are adoptable.

**UNIT I:** Financial management in small industries – financial needs of small business – types of capital requirements – cash management problems.

**UNIT II:** Sources of finance for small business in India – indigenous bankers, public deposits, State finance corporations, Industrial co-operatives – adequacy and appropriateness of funds from banking and non-banking institutes.

**UNIT III:** Monetary policy of the RBI for small business – financial assistance from the Central and state Governments – Feasibility studies in financial facilities.

**UNIT IV:** Financing labour and marketing problems – facilities provided by different institutes and agencies – financing facilities for new enterprises, marketing .

**UNIT IV:** Identification of a project – Financial analysis for the project.

**REFERENCES:**

1. Bhalla , V.K. Financial Management and policy , Anmol publishers, New delhi
2. Staley, E and Morsey , R. Small Scale Industries in the Developing Countries, New York, McGraw Hill co., ltd.,
3. Vepa, Ram N. How to Success in Small Industry, Vikas publishing Co., Ltd., New Delhi, 1984.

## **MBA5573      ENTREPRENEURIAL MARKETING**

### **INTRODUCTION OF COURSE**

This course focuses on the marketing aspects for an entrepreneur. The entrepreneur might come out with the new product and seems to be the first mover. He doesn't aware of the marketing strategies. This paper highlights on the various marketing factors for an entrepreneur.

### **OBJECTIVES**

The objective of this course is to i) identify the potential marketing sources ii) to formulate a suitable marketing strategy iii) to fix a suitable price level iv) to identify the problems in distribution channel v) to identify a niche market .

**SKILLS REQUIRED:** Basic marketing skills along with the entrepreneurship skills are enough

**CAREER RESPONSIBILITIES:** The course enables the students and to-be-entrepreneurs to shape a marketing strategy.

**STUDENTS LEARNING OUTCOMES** Students aware of the trends in entrepreneurship. They have an idea of identifying their projects including the financial aids.

**ORGANISATIONS ASSOCIATED WITH COURSE:** All successful small and medium entrepreneurs are set to be the role model.

**TEACHING –LEARNING STRATEGY:** Lecturing and case analysis must be followed.

### **EVALUATION METHODOLOGY**

#### **I INTERNAL**

30 marks: write up test

10 marks: Assignment

10 marks: Quiz

#### **II INTERNAL**

30 marks: write up test

10 marks: Assignment

10 marks: Quiz



**Unit I:** Marketing and Entrepreneurship – Need and scope for marketing – Different types of marketing – identification of needs and different types of customers.

**Unit II:** Identifying Market Opportunities – analysis of different potential marketing sectors – marketing channels – problem analysis and solutions in marketing.

**Unit 3:** Market Development and Entrepreneurial Communication Strategy – Marketing strategies as market expansion , penetration- branding and rebranding.

**Unit 4:** Entrepreneurial Pricing Strategy – pricing types in different circumstances – analysis of BEP

**Unit 5:** Entrepreneurial Distribution Strategy and Building Customer Relationships – study of distributional channels – CRM need and methods of building customer rapport.

**Recommended Books:**

1. Entrepreneurship Development Small Business Enterprises, Charantimath, Pearson
2. Small Scale Industries and Entrepreneurship, Vasant Desai, HPH.
3. Entrepreneurship in the new Millennium, Kuratko & Hodgetts, Cengage
4. Entrepreneurship & New Venture Creation, Sahay & Sharma, EB

## **MBA5575 ENTREPRENEURSHIP & MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES**

### **INTRODUCTION OF COURSE**

This course focuses on the aspects of small and medium enterprises. Many opportunities in this arena are still untapped and this explores the various potentials and ways and means to start either a small or a medium level enterprise.

### **OBJECTIVES**

The objective of this course is to i)classify the different industries or enterprises based on the capital and money invested ii) to identify the suitable enterprise according to their mode of operation iii) to follow up the particular project.

**SKILLS REQUIRED:** Basic entrepreneurial skills are enough.

**CAREER RESPONSIBILITIES:** The course enables the students and to-be-entrepreneurs to finalise their enterprise.

**STUDENTS LEARNING OUTCOMES** Students aware of the trends in entrepreneurship. They have an idea of identifying their projects including the financial aids.

**ORGANISATIONS ASSOCIATED WITH COURSE:** All successful small and medium entrepreneurs are set to be the role model.

**TEACHING –LEARNING STRATEGY:** Lecturing and case analysis must be followed.

### **EVALUATION METHODOLOGY**

#### **I INTERNAL**

30 marks: write up test

10 marks: Assignment

10 marks: Quiz

#### **II INTERNAL**

30 marks: write up test

10 marks: Assignment

10 marks: Quiz

**UNIT I :** Concept of Entrepreneur, Entrepreneurial Motivation -

Why to start Business- classification of sectoral businesses - small and medium business definition - Entrepreneurial success and failures.

**UNIT II:** Setting up of a small Business Enterprise.- prerequisites – financial outlay and planning – project preparation.

### **UNIT III**

Issues related to business laws - Environmental pollution Related clearances.

Sickness in Small Business Enterprises. - Causes of sickness – Symptoms of sickness – cures of sickness. Govt. policies on revival of sickness and remedial measures.

**UNIT IV:** Institutions Supporting Small Business. - Central / State level Institution.

Preparation of a Business Plan – Elements of a Business Plan. -

Kinds of Business plans

### **UNIT V**

Financial Management – Working Capital management.-Accounting & Book Keeping –

Preparation of Financial Statement – Marketing Management, problems & strategies

Problems of HRM – Relevant Labour – laws.

### **Case Analysis Compulsory**

#### **Recommended Books:**

1. Entrepreneurship Development Small Business Entreprises, Charantimath, Pearson
2. Small Scale Industries and Entrepreneurship, Vasant Desai, HPH.
3. Entrepreneurship in the new Millennium, Kuratko & Hodgetts, Cengage
4. Entrepreneurship & New Venture Creation, Sahay & Sharma, EB
5. Entrepreneurial Development, Dr.S.S. Kharka, S. Chand
6. Entrepreneurship, Roy, Oxford

## **MBA5577 ENTREPRENEURIAL METHODS**

### **(III SEMESTER SELF STUDY PATTERN)**

#### **INTRODUCTION OF COURSE**

This course presumes to be in a self study pattern. As we have three electives under the conceptual learning methods, there is a need for a self study in the entrepreneurship , so that the student can himself or herself take up the own venture based on his or her choice.

#### **OBJECTIVES**

The objective of this course is to i)identify a suitable project based on his choice.ii)to chalk out a plan and project for that project.

**SKILLS REQUIRED:** Basic entrepreneurial skills are enough.

**CAREER RESPONSIBILITIES:** The course enables the students and to-be-entrepreneurs to finalise their enterprise.

**STUDENTS LEARNING OUTCOMES** Students aware of the trends in entrepreneurship. They have an idea of identifying their projects including the financial aids.

**ORGANISATIONS ASSOCIATED WITH COURSE:** All successful small and medium entrepreneurs are set to be the role model.

**TEACHING –LEARNING STRATEGY:** Self learning method and field study are adoptable.

#### **EVALUATION METHODOLOGY**

Assignment	40 %
Test	60%

**UNIT I :** Entrepreneurship and types - entrepreneur vs. intrapreneur; Classification of entrepreneurs; Entrepreneurial Development Programmes- their relevance and achievements, Role of government- Women Entrepreneurs : Present status in India ; steps being taken for their promotion.

## **UNIT II**

Small Business : Concept & Definition, Role of Small Business in modern Indian Economy, Small entrepreneur in International business; Types of small business

## **UNIT III**

Medium business - project formulation for medium business –

## **UNIT IV**

Modern types of entrepreneurs – Technopreneurs, agropreneurs- Facilities, schemes, loans facilities.

## **UNIT V**

Identification of a project - Profit planning – analysis of break even point – Cost planning methods

## **REFERENCES**

1. Desai, Vasant, Small Scale Industries and Entrepreneurship, Himalaya publishing House, 1995.
2. Staley, E and Morsey , R. Small Scale Industries in the Developing Countries, New York, McGraw Hill co., ltd.,
3. Vepa, Ram N. How to Success in Small Industry, Vikas publishing Co., Ltd., New Delhi, 1984.



**MBA 5600****Project Work****Credits 6**

**Objectives:** The objective of the project work is to carry out an independent scientific inquiry and emphasis on the area of specialisation

**Outcome:** At the end of the course, students will be able to

- i. Demonstrate the knowledge in the subject of Business Administration and
- ii. Apply the principles of Business Administration to the needs of the Employer / Institution /Enterprise/ Society.
- iii. Gain Analytical skills in the field/area of Management and Administration
- iv. Solve the complex management problems and evolve strategies for organization development
- v. Demonstrate professional ethics, community living and Nation Building initiatives