

**BACHELOR OF ARTS (BUSINESS ADMINISTRATION)  
REGULATIONS**

**ELIGIBILITY**

Candidates for admission to the first year of the BBA degree course shall be required to have passed the higher secondary examination (20% reserved for vocational stream) conducted by the government of Tamilnadu or any examination accepted as equivalent thereto by the syndicate. Preference will be given to those who have studied commerce as a subject in the qualifying examination.

**DURATION OF THE COURSE**

The course shall extend over a period of three years comprising of six semesters with two semesters in one academic year. There shall not be less than 90 working days for each semester. Examination shall be conducted at the end of every semester for the respective subjects.

**OBJECTIVES OF THE COURSE**

The Curriculum is designed to attain the following learning goals which students shall accomplish by the time of their graduation:

1. To develop administration and leadership skills among the students.
2. To provide knowledge, skills and ethical values to run a socially responsible business organization.
3. To understand the role played by financial and non-financial organizations those support the business system.
4. To enhance the entrepreneurial skills of the students for the promotion of innovative thoughts.
5. To create a responsible citizen who takes care of the needs of the society coupled with earning profits.

## SCHEME OF EXAMINATION

Subject Code	Subject	Hours of Instruction	Exam Duration (Hrs)	Max Marks			Credit Points
				CA	CE	Total	
<b>First Semester</b>							
<b>Part I</b>							
15UTALB101/ 15UHILB101/ 15UMMLB101/ 15UFRLB101/	Tamil I/ Hindi I/ Malayalam I/ French I	5	3	25	75	100	3
<b>Part II</b>							
15UENLB101	General English I	5	3	25	75	100	3
<b>Part III</b>							
15UBAM101	Core I: Principles of Management	6	3	25	75	100	5
15UBAM102	Core II: Business Communication	6	3	25	75	100	5
15UMABAA101	Allied I: Business Mathematics and Statistics	5	3	25	75	100	4
<b>Part IV</b>							
15UVE101	Value Education I: Yoga	2	3	25	75	100	2
<b>Total</b>		<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600</b>	<b>22</b>
<b>Second Semester</b>							
<b>Part I</b>							
15UTALB201/ 15UHILB201/ 15UMMLB201 15UFRLB201	Tamil II/ Hindi II/ Malayalam II/ French II	5	3	25	75	100	3
<b>Part II</b>							
15UENLB201	General English II	5	3	25	75	100	3
<b>Part III</b>							
15UBAM201	Core III: Organizational Behaviour	6	3	25	75	100	5
15UBAM202	Core IV: Business Environment	5	3	25	75	100	4
15UCSBAA201	Allied II: Office Automation for Business	4	3	25	75	100	3
15UCSBAAP201	Allied Practical I: Office Automation for Business	2	3	40	60	100	2
<b>Part IV</b>							
15UVE201	Value Education II: Environmental Studies	2	3	25	75	100	2
<b>Total</b>		<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>22</b>

<b>Third Semester</b>							
<b>Part III</b>							
15UBAM301	Core V: Production and Materials Management	4	3	25	75	100	3
15UBAM302	Core VI: Principles of Marketing	4	3	25	75	100	3
15UBAM303	Core VII: Business Law	4	3	25	75	100	3
15UBAM304	Core VIII: Financial Accounting	5	3	25	75	100	4
15UMABAA301	Allied III: Operations Research	4	3	25	75	100	4
15UBAA302	Allied IV: Business Economics	4	3	25	75	100	3
<b>Part IV</b>							
15UBASBC301	SBC I: Salesmanship	2	3	25	75	100	2
	NMEC I	2	3	25	75	100	2
<b>Non-Credit</b>							
15ULS301	Career Competency Skills I	1	-	-	-	-	-
	<b>Total</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>	<b>24</b>
<b>Diploma *</b>							
<b>Fourth Semester</b>							
<b>Part III</b>							
15UBAM401	Core IX: Financial Management	4	3	25	75	100	4
15UBAM402	Core X: Human Resource Management	4	3	25	75	100	3
15UBAM403	Core XI: Business Ethics	4	3	25	75	100	3
15UBAM404	Core XII: Industrial law	4	3	25	75	100	3
15UBAM405	Core XIII: Management Accounting	5	3	25	75	100	4
15UCCBAA401	Allied V: Basics of Cost Accounting	4	3	25	75	100	4
<b>Part IV</b>							
15UBASBC401	SBC II: Business Plan	2	3	25	75	100	2
	NMEC II	2	3	25	75	100	2
<b>Non-Credit</b>							
15ULS401	Career Competency Skills II	1	-	-	-	-	-
	<b>Total</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>	<b>25</b>
<b>Diploma *</b>							

<b>Fifth Semester</b>							
<b>Part III</b>							
15UBAM501	Core XIV: Strategic Management	5	3	25	75	100	4
15UBAM502	Core XV: Entrepreneurial Development	5	3	25	75	100	4
15UBAM503	Core XVI: International Business Management	6	3	25	75	100	5
15UBAM504	Core XVII: Business Research	6	3	25	75	100	5
15UBAM505	Core XVIII: Retail Management (Self study & 100% External Evaluation)	-	3	-	100	100	3
	Elective I	5	3	25	75	100	4
<b>Part IV</b>							
15UBASBC501	SBC III: Business Process Outsourcing	2	3	25	75	100	2
<b>Part V</b>							
15UBAE501	Extension Activity	-	-	-	-	-	2
<b>Total</b>		<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>29</b>
<b>Sixth Semester</b>							
<b>Part III</b>							
15UBAM601	Core XIX: Investment Management	5	3	25	75	100	4
15UBAM602	Core XX: Services Marketing	5	3	25	75	100	4
15UBAM603	Core XXI: Principles of Insurance	4	3	25	75	100	3
15UBAM604	Core XXII: Customer Relationship Management	5	3	25	75	100	4
15UBAM605	Core XXIII: Management Information System (100 % Internal Evaluation)	4	3	100	-	100	3
	Elective II	4	3	25	75	100	3
15UBAPR601	Project & Viva-Voce	-	-	40	60	100	3
<b>Part IV</b>							
15UBASBC601	SBC IV: Event Management	2	3	25	75	100	2
<b>Total</b>		<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>	<b>26</b>
<b>Grand Total</b>						<b>4400</b>	<b>148</b>

\* Students have to undergo a Diploma Course during the Second year of their course of study.

### ELECTIVE -I

Student shall select any one of the following subjects as Elective in V semester

S.No	Subject Code	Subject
1.	15UBAEL501	Organizational Development
2.	15UBAEL502	Financial Institutions and Services

### ELECTIVE- II

Student shall select any one of the following subjects as Elective in VI semester

S.No	Subject Code	Subject
1.	15UBAEL601	Human Resource Development
2.	15UBAEL602	Principles of Banking

### NON MAJOR ELECTIVE COURSE

The department offers the following Non Major Elective Courses for the students of other than BBA department for III and IV semesters.

S. No.	Semester	Subject Code	Subject
1	III	15UBAN301	Business Management
2	IV	15UBAN401	Marketing Management

### DIPLOMA COURSE

Every student shall undergo a Diploma Course during their III and IV semesters as given here under:

Subject Code	Diploma Course	Duration
15UBAD401	Advertising Management	90 Hours of 2 Semesters (Each semester consist of 45 hours)

### **FOR COURSE COMPLETION**

Student shall complete:

- Language Subjects Part I (Tamil/ Malayalam/ French/ Hindi) and Part II (General English) in I and II semesters.
- Value Education Yoga in I Semester and Environment Studies in II Semester.
- Allied Subjects in III and IV Semesters.
- One Diploma course in their second year of the study.
- Skill Based Courses in III, IV, V and VI Semesters.
- Non Major Elective Course in III and IV semester.
- Self study Subject in V Semester.
- An Extension activity in V semester.
- An internal evaluation subject in VI semester.
- Project report submission at the end of VI semester.

**Total Credit Distribution**

<b>Subjects</b>	<b>Credits</b>	<b>Total</b>		<b>Credits</b>
<b>Part I:</b> Tamil / Hindi / Malayalam/	3	2x 100	200	06
<b>Part II:</b> English	3	2x 100	200	06
<b>Part III:</b>				
Core	5	5x 100	500	25
Core	4	9x 100	900	36
Core	3	9x 100	900	27
Elective-I	4	1 x 100	100	04
Elective-II	3	1 x 100	100	03
Project	3	1 x 100	100	03
Allied	4	3 x 100	300	12
Allied	3	2 x 100	200	06
Allied Practical	2	1 x 100	100	02
<b>Part IV:</b>				
<b>SBC</b>	2	4 x 100 =	400	08
<b>Value Education :</b> 1. Yoga	2	1 x 100 =	100	02
	2	1 x 100 =	100	02
2. Environmental Studies	2	1 x 100 =	100	02
NMEC	2	2 x 100 =	200	04
<b>Part V:</b>				
Extension Activity	2			02
<b>Total</b>			<b>4400</b>	<b>148</b>

<b>15UBAM101</b>	<b>CORE I: PRINCIPLES OF MANAGEMENT</b>	<b>SEMESTER- I</b>
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**Total Hours: 50**

**OBJECTIVE:**

1. To make the students understand basic management principles and the evolution of different management approaches.

**CONTENTS**

**UNIT - I (10 Hours)**

Definition of Management - Nature and scope of management - Functions of management - Administration Vs. Management - Management: Science or Art - Development of management thought and contributions of F.W. Taylor, Henry Fayol, and Elton Mayo.

**UNIT - II (10 Hours)**

Planning: Meaning, Nature and Purpose - Steps in planning - Types of plans - Objectives and policies - Decision Making: Process of decision making - Types of decisions - Problems involved in decision making.

**UNIT - III (10 Hours)**

Organizing: Nature, Purpose and Process - Organization chart - Organization structure - Types - Line, functional, line and staff - Departmentation - Centralization and De-Centralization - Delegation of authority - Staffing - Nature and purpose - Components of staffing.

**UNIT - IV (10 Hours)**

Directing: Nature and Purpose - Leadership - Types of leadership - Qualities of a good Leader - Motivation - Meaning, definition and process. Motivation Theories (Maslow and Herzberg theories only). Communication - Process of communication - Barriers.

**UNIT - V (10 Hours)**

Co-ordination: Need - Principles - Approaches to achieve effective co-ordination - Controlling: Meaning - Elements and significance - Steps in control process.

**TEXT BOOK:**

1. Prasad, L.M. 2008. **Principles of Management**. [Eighth Edition]. Sultan Chand & Sons, New Delhi.



**REFERENCE BOOKS:**

1. *Tripathi, P.C. and Reddy. N.* 2008. **Principles of Management.** [First Edition]. Tata Mc Graw Hill, New Delhi.
2. *Gupta, C.B.* 2003. **Business Organization and Management.** [First Edition]. Sultan Chand & Sons, New Delhi.
3. *Ramasamy, T.* 2008. **Principles of Management.** [Eighth Edition]. Macmillan India Ltd., New Delhi.
4. *Dingar Pagare,* 2003. **Business Management.** [Second Edition]. Sultan Chand & Sons, New Delhi.
5. *Bhusan, Y.K.* 2008. **Business Organization and Management.** [First Edition]. Sultan Chand & Sons, New Delhi.

15UBAM102	CORE II: BUSINESS COMMUNICATION	SEMESTER- I
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**Total Hours: 50**

**OBJECTIVE:**

1. To make the students understand the importance of communication in business organisations.

**CONTENTS**

**UNIT - I (10 Hours)**

Essentials of communication – Objectives of business communication – Media - Types and Barriers of communication.

**UNIT - II (10 Hours)**

Need and Functions of Business Letter – Kinds – Planning business message – Layout of letter. Enquiries and Replies – Orders and their execution.

**UNIT - III (10 Hours)**

Complaints and Adjustment – Collection letter. Bank correspondence – Correspondence with customers.

**UNIT - IV (10 Hours)**

Job application Letters and resume – Letters to the editor of newspaper – Copywriting for advertisement.

**UNIT - V (10 Hours)**

Forms of communication - Speeches – Telephone skills – Interviews – Meetings - Group presentation.

**TEXT BOOK:**

1. *Rajendrapal and Koralahalli, J. S.* 2009. **Essentials of Business Communication.** [Fourth Edition]. Sultan Chand & Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Balasubramaniam, T.* 2002. **Business Communication.** [Second Edition]. Vikas Publishing House Pvt. Ltd., New Delhi.
2. *Rai, U.S. and Rai, S. M.* 2004. **Business Communication.** [Second Edition]. Himalaya Publication House, New Delhi.
3. *Pillai, R.S.N and Bagavathi, V.* 2007. **Commercial Correspondence and Office Management.** [Second Edition]. Sultan Chand & Sons, New Delhi.

15UMABAA101	ALLIED I: BUSINESS MATHEMATICS & STATISTICS	SEMESTER - I
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**Total Hours: 60**

**OBJECTIVE:**

1. To learn the basic concepts of mathematics & statistics which is instrumental in constructing mathematical models applied in Business.

**CONTENTS**

**UNIT - I (12 Hours)**

Matrices – Types of matrices – Addition , Subtraction & Multiplication of matrices – Inverse of a matrix – Solving simultaneous linear equations by Cramer’s rule & Matrix Inverse method.

**UNIT - II (12 Hours)**

Sets – Types of sets – Operations with sets – Venn diagrams – Business Applications.

**UNIT - III (12 Hours)**

Statistics – Collection and Tabulation of Statistical Data – Measures of Central Tendency: Mean, Median, Mode, Geometric Mean and Harmonic Mean.

**UNIT - IV (12 Hours)**

Measures of Dispersion: Range, Quartile Deviation, Mean Deviation & Standard Deviation.

**UNIT - V (12 Hours)**

Correlation: Types of Correlation – Methods of studying Correlation - Karl Pearson’s Co-efficient of Correlation - Spearman Rank Correlation Co-efficient - Simple Regression Analysis – Regression Equations.

**TEXT BOOK:**

1. *Vittal, P.R.* 2008. **Business Mathematics and Statistics**. [Fifth Edition]. Margham Publications, Chennai.

**REFERENCE BOOKS:**

1. *Navanitham, P.A.* 2008. **Business Mathematics and Statistics**. [Third Edition]. Jai Publishers, Trichy.
2. *Gupta, S.P.* 2008. **Statistical Methods**. [Thirty Seventh Edition]. Sultan Chand and Sons, New Delhi.
3. *Pillai, R.S.N. and Bagavathi, V.* 2010. **Statistics**. [Seventh Edition]. S.Chand and Company Ltd., New Delhi.

15UVE101	<b>VALUE EDUCATION I: YOGA</b> மனவளக்கலையோகா	<b>SEMESTER - I</b>
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**Total Hours: 30**

## **CONTENTS**

### **UNIT - I (6 Hours)**

#### **YOGA AND PHYSICAL HEALTH**

- 1:1 Physical Structure -Three bodies - Five limitations
- 1:2 Simplified Physical Exercises - Hand Exercises - Leg Exercises - Breathing Exercises - eye Exercises - Kapalapathi
- 1:3 Maharasanas 1-2 - massages - acu-puncture - Relaxation
- 1:4 Yogasanas - Suriya Namaskar - Padamasana -Vajrasanas - Chakrasanas (Side) - Viruchasanas - Yoga muthra -Patchimothasanas -Ustrasanas - Vakkarasanas Salabasanas.

### **UNIT - II (6 Hours)**

#### **ART OF NURTURING THE LIFE FORCE AND MIND**

- 2:1 maintaining the youthfulness - postponing the ageing process
- 2:2 Sex and spirituality - significance of sexual vital fluid - Married Life - Chastity.
- 2:3 Ten Stages of Mind
- 2:4 Mental Frequency - Methods for Concentration

### **UNIT - III (6 Hours)**

#### **SUBLIMATION**

- 3:1 Purpose and Philosophy of life
- 3:2 Introspection - Analysis of Thought
- 3:3 Moralization of Desires
- 3:4 Neutralization of Anger

### **UNIT - IV (6 Hours)**

#### **HUMAN RESOURCES DEVELOPMENT**

- 4:1 Eradication of worries
- 4:2 Benefits of Blessings
- 4:3 Greatness of Friendship
- 4:4 Individual Peace and World Peace

### **UNIT - V (6 Hours)**

#### **LAW OF NATURE**

- 5:1 Unified Force - Cause and Effect System
- 5:2 Purity of thought and Deed and Genetic Centre
- 5:3 Love and Compassion
- 5:4 Cultural Education - Five fold Culture

**TEXT BOOK:**

1. Manavalakalai Yoga – World Community Service Center  
Vethathiri Pathippagam,  
156, Gandhij Road, Erode – 638 001.  
PH: 0424 – 2263845.

**REFERENCE BOOKS:**

1. Yoga for Modern Age
2. Journey of Consciousness
3. Simplified Physical Exercises – World Community Service Center  
Vethathiri Pathippagam,  
156, Gandhij Road, Erode – 638 001.  
PH: 0424 – 2263845.

15UBAM201	CORE III: ORGANIZATIONAL BEHAVIOUR	SEMESTER-II
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**Total Hours: 50**

**OBJECTIVE:**

1. To use behavioural science theory to diagnose and solve individual, group and organizational level performance issues and to demonstrate knowledge and dynamic capabilities in managing and leading people, teams, and organizations for sustainable performance.

**CONTENTS**

**UNIT - I (10 Hours)**

Meaning - Importance of organizational behaviour – Elements of organizational behavior, Organizational behaviour and other disciplines - OB model - Theories of organization: Hawthorne experiment.

**UNIT - II (10 Hours)**

Individual Learning: Theories of learning - Attitude: Nature - Function - Formation - Personality: Nature - Type - Theories - Perception: Perception process - Perceptual distortion.

**UNIT - III (10 Hours)**

Motivation: Maslow's need hierarchy theory – Herzberg's two factor theory - Mc Gregor's X and Y theory - McClelland's need theory - Motivation techniques.

**UNIT - IV (10 Hours)**

Group: Classification - Stages - Group cohesiveness, Factors influencing group cohesiveness - Group decision making process - Morale: Measurement - Benefits - Morale building.

**UNIT - V (10 Hours)**

Organizational change and Development: Reasons for change - Resistance to change - Overcoming the resistance - Organizational development - OD intervention - Stress: Sources of stress - Managing stress.

**TEXT BOOK:**

1. Prasad, L.M. 2008. **Organisational Behaviour**. [Fifth Edition]. Sultan Chand & Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Stephen P. Robbins and Timothy A. Judge.* 1995. **Organisational Behaviour.** [Thirteenth Edition]. Prentice Hall India, New Delhi.
2. *John, W. Newstrom and Keith Davis.* 2000. **Organisational Behaviour.** [Tenth Edition]. Tata McGraw Hill, New Delhi.
3. *Varma, M. M. and Agrawal, R. K.* 2002. **Organisational Behaviour** [First Edition]. King books, New Delhi.

<b>15UBAM202</b>	<b>CORE IV: BUSINESS ENVIRONMENT</b>	<b>SEMESTER - II</b>
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**Total Hours: 50**

**OBJECTIVE:**

1. To impart knowledge on business environment and its impact on business organizations.

**CONTENTS**

**UNIT - I (10 Hours)**

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

**UNIT - II (10 Hours)**

Political Environment - Government and Business relationship in India - Corporate social responsibility: To shareholders, employees, consumers and community.

**UNIT - III (10 Hours)**

Social Environment - Cultural heritage - Social attitudes - Impact of foreign culture - Castes and communities - Joint family systems - Linguistic and Religious groups - Types of Social Organization.

**UNIT - IV (10 Hours)**

Economic environment - Economic systems and their impact on Business - Macro economic parameters like GDP - Inflation - Growth Rate - Population - Urbanization - Fiscal deficit - Plan investment - Per capita Income and their impact on business decisions.

**UNIT - V (10 Hours)**

Financial environment - Financial system - Financial markets - Money market - Capital market - Forex market - Commercial banks - Insurance sector - Regulatory framework.

**TEXT BOOK:**

1. *Francis Cherunilam, 2011. Business Environment. [Twenty second Edition]. Himalaya Publishing House, New Delhi.*



**REFERENCE BOOKS:**

1. *Justin Paul*, 2011. **Business Environment**. [Second Edition]. Tata McGraw Hill, New Delhi.
2. *Raj Agarwal*, 2002. **Business Environment**. [Second Edition]. Excel Books, New Delhi.
3. *Vivek Mittal*, 2007. **Business Environment**. [First Edition]. Excel Books, New Delhi.

15UCSBAA201/ 15UCSCOA201	<b>ALLIED I: OFFICE AUTOMATION FOR BUSINESS (For the students of BBA and B.Com)</b>	<b>SEMESTER - II</b>
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**Total Hours: 50**

**OBJECTIVES:**

On completion of the course the students shall have knowledge on:

1. Basics of Computer System.
2. Office Automation using Office Package.

**CONTENTS**

**UNIT - I (10 Hours)**

**Computer Basics:** Fundamentals of Computer: Various types of Computers- Computer Hardware - The scanner- System Unit- Front side of the System Unit- Back side of the System Unit- Inside the System Unit- Computer Software.  
**Introduction to Internet:** Exploring Internet –Browsing the Internet - Exploring Computer Virus.

**UNIT - II (10 Hours)**

**Microsoft Word:** Exploring MS Word 2007– Starting MS Word 2007- The MS Word 2007 Work Space. **Preparing the First Document:** Considerations before preparing a Document- Setting Size, Margin and Orientation of a Document- Typing the Text- Inserting a Table-Saving the Document-Printing the Document- Closing the Document. **Editing the Document:** Finding and Replacing the Text- Translating Document. **Creating Form Letters, E-mail Messages and Labels:** Creating a Mail Merge Document-Sending a Personalized E-Mail Message to Multiple Recipients-Modifying records in the Data Source- Envelopes and Labels.

**UNIT - III (10 Hours)**

**Microsoft Excel: Starting with Excel 2007-**Starting Microsoft Excel 2007-Working with Spread sheet- Exploring Microsoft Excel 2007. **Preparing the First Excel Worksheet:** Entering Data in Work sheet-Formatting Cells- Setting the format and other properties of a Work sheet- Saving Workbook- Preparing Work sheet for Printing. **Conditional Formatting, Sorting, and Filtering Data:** About Conditional Formatting –About Sort and Filter feature-**Charts and Smart Art:** Selecting the Chart type- Setting the Chart Options- Resizing and positioning the Charts in a Work sheet- Converting a Chart type into another type- Working with Smart Arts. **Functions in Excel:** Defining basics of a Function- Using Arithmetic Functions- Using Text Functions- Using Financial Functions.

#### UNIT - IV

(10 Hours)

**Microsoft PowerPoint: Beginning with Microsoft PowerPoint:** Exploring Microsoft Power Point 2007- Applying the Tool tips- Setting Power point options. **Preparing the First Presentation:** Understanding the structure of a presentation- Creating a new Presentation- Working with themes- Working with Text-Moving and Deleting slides- Saving a Presentation in different formats- Closing a Presentation- Opening a Presentation. **Charts, Graphics and Tables:** Working with Charts -Adding graphics in a Presentation- Working with Tables- Adding Movie Clips- Adding Sound Clips- Working with the Print Option. **Adding Animations in Slides:** Using Animation- Applying Custom Animation- Applying Transitions to the Slide- Previewing Animation- Removing Animation- Adding actions to an object.

#### UNIT - V

(10 Hours)

**Photoshop 7.0: Getting Started with Photoshop:** Getting Started with Photoshop- Opening an Existing File – The Photoshop Program Window- Creating a New File – Saving Files – Reverting Files – Closing Files. **Working with Images and Colors:** Bitmap and Vector Images – Image Size – Editing Images – Color Modes – File Formats – Setting Foreground and Background Colors. **Painting and Editing Tools:** The Painting Tools – The Drawing Tools – The Editing Tools – The Eraser Tools. **Layers:** Layers Palette – Working with Layers – Creating a New Layer – Selecting Layers – Hiding/Showing Layers – Deleting Layers – Sorting Layers in the Layers Palette- Repositioning Layers – Merging Layers – Flattening Images- Moving Layers between Images – Linking Layers.

#### TEXT BOOKS:

1. *Vikas Gupta*. 2010. **Comdex Computer Course Kit Windows XP with Office 2007**. [First Edition]. Dreamtech Press, New Delhi.(Unit I to IV).
2. *Vikas Gupta*. 2002. **Comdex DTP Course Kit**. [First Edition]. Dreamtech Press, New Delhi. (Unit V).

#### REFERENCE BOOKS:

1. *LP Editorial Board*. 2008. **First Lessons in Microsoft Office 2007**. [First Edition]. Law Point, Kolkata.
2. *Kognet Solutions Inc.* 2008. **Word 2007 in SIMPLE STEPS**. [First Edition]. Dreamtech Press, New Delhi.
3. *Kognet Solutions Inc.* 2009. **Excel 2007 in SIMPLE STEPS**. [First Edition]. Dreamtech Press, New Delhi.
4. *Kognet Solutions Inc.* 2008. **PowerPoint Word 2007 in SIMPLE STEPS**. [First Edition]. Dreamtech Press, New Delhi

15UCSBAAP201/ 15UCSCOAP201	<b>ALLIED PRACTICAL I: OFFICE AUTOMATION FOR BUSINESS (For the students of BBA and B.Com)</b>	<b>SEMESTER - II</b>
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**LIST OF PRACTICAL:**

**MS- Word**

1. Creating a Bio-data with Different Formats and Styles.
2. Creating a Purchase Order with Tables.
3. Developing a Mail Merge Document.

**MS-Excel**

4. Creating a Worksheet for Employee Payroll.
5. Creating a Worksheet for Balance Sheet.
6. Creating a Chart for Analysis of a Product Sales.

**MS-PowerPoint**

7. Preparing a Presentation for Product Marketing.
8. Preparing a Presentation with Slide Transition Effects for Sales Analysis.
9. Preparing a Slide-Show with Charts and Animations for an Organization.

**Photoshop**

10. Changing the Background of an Image.
11. Designing a Business Card.
12. Creating a Brochure for your Department Event.

15UVE201	VALUE EDUCATION II: ENVIRONMENTAL STUDIES	SEMESTER - II
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**Total Hours: 30**

### CONTENTS

**UNIT - I (6 Hours)**

Environment - Definition - Scope - Structure and function of ecosystems- producers, consumers and decomposers- Energy flow in the ecosystem - Ecological succession - food chain, food webs and ecological pyramids - Concept of sustainable development.

**UNIT - II (6 Hours)**

Natural resources: Renewable - air, water, soil, land and wildlife resources. Non - renewable - Mineral coal, oil and gas. Environmental problems related to the extraction and use of natural resources.

**UNIT - III (6 Hours)**

Biodiversity - Definition - Values - Consumption use, productive social, ethical, aesthetic and option values threats to bio diversity - hotspots of bio diversity - conservation of bio - diversity: in - situ Ex - situ. Bio - wealth - National and Global level .

**UNIT - IV (6 Hours)**

Environmental Pollution : Definition - causes, effects and mitigation measure s - Air pollution, Water pollution, Soil pollution, Noise pollution, Thermal pollution - Nuclear hazards - Solid wastes acid rain - Climate change and global warming environmental laws and regulations in India - Earth summit.

**UNIT - V (6 Hours)**

Population and environment - Population explosion - Environment and human health - HIV/AIDS - Women and Child welfare - Resettlement and Rehabilitation of people, Role of information technology in environmental health - Environmental awareness.

**TEXTBOOK:**

1. Department of Biochemistry. Environmental Studies (Study Material).  
Published by K.S.Rangasamy College of Arts & Science (Autonomous).  
Tiruchengode

**REFERENCE BOOK:**

1. *Erach Bharucha. Textbook of Environmental studies.* Universities press. PVT. Ltd. 2005.

15UBAM301	CORE V: PRODUCTION AND MATERIALS MANAGEMENT	SEMESTER – III
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Note: Theory Only

Total Hours: 50

**OBJECTIVE:**

1. The main objective of the course is to make the students understand about production process, production control and materials management.

**CONTENTS**

**UNIT - I (10 Hours)**

**Production Management:** Definition – Function and Scope, Types of Production System– Transformation Process with examples for different types of production systems – Difference between services and goods.

**UNIT - II (10 Hours)**

**Make or buy decision:** Functional Aspects and Strategic Consideration – Plant location – Factors affecting plant location – Methods of evaluating plant locations – Plant layout: Types of layout.

**UNIT - III (10 Hours)**

**Inventory:** Definition and purpose of inventory – Inventory model: Simple EOQ – Dependent and independent demand – Inventory control: ABC – FSN and VED. Principles of JIT – Stores management: Purpose of the stores – Factors in the design of stores – Stores systems and procedures.

**UNIT - IV (10 Hours)**

**Method Study and Work Measurement:** Objectives and purpose – Charts and diagrams used in method study – Importance of work measurement – Measurement of standard time.

**UNIT - V (10 Hours)**

**Quality Control and Maintenance:** Control Charts for attributes and variables (P Charts, X Charts and NP Charts) – Quality control tools – TQM. Types of Maintenance: Breakdown – Planned – Total productive maintenance.

**TEXT BOOK:**

1. Saravanavel, P. 2006. **Production and Materials Management**. [Fourth Edition]. Margham Publication, Chennai.

**REFERENCE BOOKS:**

1. *Paneer Selvam, 2007. **Production and Operations Management.** [Second Edition]. Prentice Hall India, New Delhi.*
2. *Buffa, E.S. 2003. **Modern Production Management.** [Second Edition]. John Wiley & Sons Inc (Sea) Pvt. Ltd., New Delhi.*
3. *Gopalakrishnan, P. and Sundaresan, 2004. **Material Management - An Integrated Approach.** [Fifth Edition]. Prentice Hall India, New Delhi.*



15UBAM302	CORE VI: PRINCIPLES OF MARKETING	SEMESTER - III
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**Total Hours: 50**

**OBJECTIVE:**

1. The course aims to familiarize the students with the basic concepts involved in marketing.

**UNIT - I**

**(10 Hours)**

Introduction to marketing: Definition – Function – Importance – Scope – Concept of marketing – Micro and Macro Environment – Marketing planning – Marketing mix – Marketing process.

**UNIT - II**

**(10 Hours)**

Segmentation: Definition – Bases – Criteria – Advantages. Targeting and positioning.

Consumer behaviour: Definition – Importance – Types of buyer – Determinants – Types of buying motives – Buying decision process.

**UNIT - III**

**(10 Hours)**

Product: Definition – Character – Classification – Product level – Product mix – New product development – Product life cycle. Branding – Packaging – Labelling.

**UNIT - IV**

**(10 Hours)**

Pricing: Definition – Importance – Objectives – Factors affecting pricing decision – Procedure for price determination – Kinds of pricing.

Distribution: Definition – Function – Importance – Types – Factors affecting distribution – Wholesaling – Retailing.

**UNIT - V**

**(10 Hours)**

Promotion: Definition – Importance – Objectives – Promotion mix – Determinants of promotion mix – Forms of promotion: Personal selling – Advertising – Sales promotion – Publicity – Public relations. E-marketing

**TEXT BOOK:**

1. Pillai, R. S. N and Bagavathi, 2011, **Modern Marketing Principles and Practices**, [Revised Edition]. S.Chand & Company Ltd., New Delhi.

**REFERENCE BOOKS:**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, 2009, **Marketing Management** (Thirteenth Edition), Pearson education, New Delhi.
2. Rajan Nair, N. and Sanjith R.Nair, 2008, **Marketing** [Second Edition]. S.Chand & Company Ltd., New Delhi.

<b>15UBAM303</b>	<b>CORE VII: BUSINESS LAW</b>	<b>SEMESTER - III</b>
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**Total Hours: 50**

**OBJECTIVE:**

1. To familiarize the students with the important mercantile laws, the knowledge of which is essential for an understanding of the legal implications of the general activities of a modern business organisation.

**CONTENTS**

**UNIT - I (10 Hours)**

Business Law - Meaning - Sources of Business Law - The Indian Contract Act, 1872; Contract - Agreement - Formation of Contract - Classification of Contract - Essential elements of a valid contract - Offer - Kinds of offer - Acceptance - Rules regarding acceptance - Consideration - Kinds of consideration - Rules regarding consideration.

**UNIT - II (10 Hours)**

Contractual capacity - Incompetents - Minor - Unsound mind - Disqualified by law - Free consent - Coercion - Undue influence - Fraud - Misrepresentation - Legality of object - Void agreement - Performance of contract - Discharge of contract - Modes of discharge.

**UNIT - III (10 Hours)**

The Sale of Goods Act, 1930: Definition of Sale - Sale and Agreement to sell - Conditions and Warranties - Transfer of property - Transfer of title - Performance - Auction sale - Rules relating to delivery of goods - Unpaid seller and his rights - Distinction between Sale and Hire purchase.

**UNIT - IV (10 Hours)**

The Indian Partnership Act, 1932: Definitions and Characteristics of Partnership- Difference between a company and a partnership firm- Types of Partnership and Kinds of Partners-Rights and Duties of Partners.

**UNIT - V (10 Hours)**

The Indian Partnership Act, 1932: Dissolution of Partnership Firms - Modes of dissolution of firm - Rights and duties of Partners on dissolution - Liabilities on dissolution - Settlement of accounts.

**TEXT BOOK:**

1. *Kapoor, N.D.* 2009. **Elements of Mercantile Law.** [Thirty Second Edition]. Sultan Chand & Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Gulshan, S.S., and Kapoor, G. K.* 2009. **Business Law including Company Law.** [Fourteenth Edition]. New Age International (P) Ltd., New Delhi.
2. *Maheswari, S.N. and Maheswari, S. K.* 2003. **Manual of Business Laws.** [First Edition]. Himalaya Publishing House, New Delhi.
3. *Tulsian, P. C.* 2000. **Business Law.** [Second Edition]. Tata McGraw-Hill, New Delhi.
4. *Kuchal, M.C.* 2008. **Commercial Law.** [First Edition]. Kalyani Publishers, Ludhiana.

<b>15UBAM304</b>	<b>CORE VIII: FINANCIAL ACCOUNTING</b>	<b>SEMESTER – III</b>
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(Note: 70% of the questions shall be problem and 30% of the questions shall be theory.)

**Total Hours: 50**

**OBJECTIVE:**

1. The students would be able to understand the basic accounting concepts and book-keeping.

**CONTENTS**

**UNIT - I (10 Hours)**

Basic accounting concepts and conventions – Accounting equations – Meaning of accounting – Double entry book-keeping- Journal, Ledger, Trial Balance, Subsidiary books – Cash book.

**UNIT - II (10 Hours)**

Final Accounts – Trading account – Profit and loss account – Balance sheet (Simple problems only).

**UNIT - III (10 Hours)**

Bank reconciliation statement – Average due date – Accounts current.

**UNIT - IV (10 Hours)**

Depreciation – Concept of depreciation – Methods of providing depreciation – Straight Line Method – Written Down Method – Annuity Method.

**UNIT - V (10 Hours)**

Accounts of Non-Trading Concerns – Capital and Revenue Expenditure and Receipts – Income and Expenditure Account.

**TEXT BOOK:**

1. Reddy, T.S. and Moorthy, A. 2012 **Financial Accounting**. [Seventh Edition]. Margham Publication, Chennai.

**REFERENCE BOOKS:**

1. Jain and Narang, 2007. **Financial Accounting**. [Eighth Edition]. Kalyani Publishers, Chennai.
2. Tulsian, P.C. 2009. **Advanced Accountancy**. [Fourth Edition]. Tata McGraw Hill, New Delhi.
3. Vinayakam, N. Mani, P.L. and Nagarajan, K. L. 2008. **Principles of Accountancy**. Eurasia Publishing House Pvt. Ltd., New Delhi.

<b>15UMABAA301</b>	<b>ALLIED III: OPERATIONS RESEARCH</b>	<b>SEMESTER-III</b>
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**Total Hours: 60**

**OBJECTIVE:**

1. To describe the industrial problems in terms of mathematical modelling and find the solution to the above problem.

**CONTENTS**

**UNIT - I (12 Hours)**

Linear Programming Problem (L.P.P.) - Mathematical formulation - Graphical solution - Simplex method.

**Chapter - 2, Chapter - 3, Chapter - 4 (Sections 4.1 to 4.3)**

**UNIT - II (12 Hours)**

The Transportation problem - Mathematical formulation - North West Corner rule - Matrix Minima method - Vogel's Approximation Method - MODI method - Unbalanced TP.

**Chapter - 10 (Sections 10.1 to 10.11)**

**UNIT - III (12 Hours)**

The Assignment Problem - Mathematical formulation - Hungarian method - Unbalanced AP.

**Chapter - 11 (Sections 11.1 to 11.4)**

**UNIT - IV (12 Hours)**

Sequencing problem - Definition - Basic assumptions - n jobs to be operated on two machines - n jobs to be operated on three machines - n jobs to be operated on m machines - Two jobs to be operated on 'm' machines (Graphic method).

**Chapter - 12 (Sections 12.1 to 12.6)**

**UNIT - V (12 Hours)**

Network and scheduling by PERT/CPM - Time calculations in networks - Critical Path Method (CPM) - PERT - PERT Calculations.

**Chapter - 25**

**TEXT BOOK:**

1. *Kanti Swarup, Gupta, P.K. and Man Mohan.* 2001. **Operations Research.** [Ninth Edition]. Sultan Chand and Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Gupta. P.K. and Hira. D.S.* 2004. **Operations Research.** [Eighth Edition]. S.Chand and Company, NewDelhi.
2. *Hamdy A Taha.* 1996. **Operations Research.** [Eighth Edition]. Prentice Hall Publications, New Delhi.

<b>15UBAA302</b>	<b>ALLIED IV : BUSINESS ECONOMICS</b>	<b>SEMESTER - III</b>
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**Total Hours: 50**

**OBJECTIVES:**

1. To enable the students to understand the basic economic concepts, principles and theories.
2. To help the students understand the role of economics in business environment.

**CONTENTS**

**UNIT - I (10 Hours)**

Business Economics: Definition, Nature and Scope of Business Economics – Uses of Business Economics – Principles of business economics – Relationship of economics with other disciplines – Objectives of a business firm.

**UNIT - II (10 Hours)**

Demand theory – Meaning, Law of Demand, and Determinants of Demand – Elasticity of Demand – Price elasticity of demand, Income elasticity of demand, Cross elasticity of demand, Demand forecasting – Methods of Demand forecasting, Supply theory – Determinants of Supply, Law of Supply.

**UNIT - III (10 Hours)**

Production Theory – Cost analysis – Cost concepts and classification – Revenue – Relationship between AR and MR – Break Even Analysis.

**UNIT - IV (10 Hours)**

Market – Classification – Price and output Decisions under different Market structures – Perfect competition, Monopoly, Monopolistic Competition, Duopoly and Oligopoly

**UNIT - V (10 Hours)**

National Income – Methods of calculating national income, Business cycle – Phases of Business cycle, Causes and effects – Inflation.

**TEXT BOOK:**

1. *Shankaran, S.* 2007. **Business Economics**. [Third Edition]. Margham Publications, Chennai.

**REFERENCE BOOKS:**

1. *Sundharam, K.P.M. and Sundharam, E. N.* 2007. **Business Economics.** [Second Edition]. Sultan Chand & Sons, New Delhi.
2. *Atmananda,* 2006. **Managerial Economics.** [Third Edition]. Excel Books, New Delhi.
3. *Gupta, G.S.* 2005. **Managerial Economics.** [Second Edition]. Tata McGraw-Hill Publishing Company Ltd., New Delhi.



15UBASBC301	SBC I: SALESMANSHIP	SEMESTER - III
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Total Hours: 25

**OBJECTIVE:**

1. To make the students understand the concepts of selling, the responsibilities and qualities of a salesman.

**Unit I (5 Hours)**

Salesmanship: Meaning and definition – Evolution of selling and salesmanship – Importance – Qualities of a salesman.

**Unit II (5 Hours)**

Knowledge of goods and selling points – Buying motives – Knowledge of customers.

**Unit III (5 Hours)**

Psychology in selling – Presentation and Demonstration – The close.

**Unit IV (5 Hours)**

Sales manager – Recruitment and selection – Training – Motivation.

**Unit V (5 Hours)**

Control and supervision of sales force – sales promotion – Advertising.

**TEXT BOOK:**

1. *P.K. Sahu and K.C. Raut.* 2007. **Salesmanship and Sales Management** [Third Edition]. Vikas Publishing House.

**REFERENCE BOOKS:**

1. *Pillai, R.S.N., & Bhagavathi.* 1996. **Marketing.** S.Chand and Co. New Delhi.
2. *Chunawala and Reddy.* 1996. **Advertising and Marketing Research,** Himalaya Publications, New Delhi.
3. *Sinha, J.C.* 1980.**Principles of Marketing and salesmanship,** S.chand and Co. New Delhi.
- 4.*Richard R. Still& Edward W. Cundiff.* 1999. **Sales Management,** Prentice Hall of India Pvt. Ltd.,New Delhi.

15ULS301	CAREER COMPETENCY SKILLS I	SEMESTER - III
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**Total Hours: 15**

**OBJECTIVE:**

1. To enhance employability skills and to develop career competency

**UNIT - I (3 Hours)**

Speed Maths: Squaring of Numbers - Multiplication of Numbers - Finding Square Roots - Finding Cube Roots - HCF, LCM - Decimals - - Averages - Powers and Roots.

**UNIT - II (3 Hours)**

Problems on ages- Ratio and proportion- Chain rule-Percentages- Simple and Compound Interest.

**UNIT - III (3 Hours)**

Time and Work- Time and Distance- Problems on Trains

**UNIT - IV (3 Hours)**

Analogies - Sentence Formation - Sentence Completion - Sentence Correction - Idioms & Phrases - Jumbled Sentences-- Reading Comprehension -Deriving conclusions

**UNIT - V (3 Hours)**

Tenses- Articles and Preposition - Change of Voice - Change of Speech - Synonyms & Antonyms - Phrasal Verbs-One Word Substitution- Odd Man Out - Spelling & Punctuation

<b>15UBAM401</b>	<b>CORE IX: FINANCIAL MANAGEMENT</b>	<b>SEMESTER - IV</b>
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*(Note: 70% of the questions shall be theory and 30% of the questions shall be problems.)*

**Total Hours: 50**

**OBJECTIVE:**

1. The students after undergoing the course would be able to understand the tools and techniques used in Financial Management.

**CONTENTS**

**UNIT - I: (Theory Only) (10 Hours)**

Financial management - Meaning - Definition - Objectives - Importance - Functions - Structure of financial management - Role of a financial manager - Sources of finance - Short-term source - Long-term source.

**UNIT - II: (Both Theory and Problem) (10 Hours)**

Capital Budgeting - Importance of capital budgeting - Methods of evaluating project investment proposal - Payback Period, NPV, IRR, ARR, Profitability Index (simple problems only).

**UNIT - III: (Theory Only) (10 Hours)**

Capital structure - Factors influencing capital structure - Optimum capital structure - Dividend and dividend policy: Meaning, classification, sources available for dividend - Determinants of dividend policy.

**UNIT - IV: (Both Theory and Problem) (10 Hours)**

Cost of capital - Concept of cost of capital - Determinants of cost of capital - Simple and weighted average cost of capital. Leverages - Meaning - Types - Importance and significance of leverages, operating, financial and combined leverages.

**UNIT - V: (Theory Only) (10 Hours)**

Working capital management - Concepts - Importance - Determinants of working capital - Cash management - Motives of holding cash - Objectives and strategies of cash management - Receivables management - Objectives - Inventory management - Importance - Policies.

**TEXT BOOK:**

1. *Maheswari, S. N.* 2007. **Principles of Financial Management.** [First Edition]. Himalaya Publishing House, New Delhi.

**REFERENCE BOOKS:**

1. *Pandey, I. M.* 2009. **Financial Management.** [Eight Edition]. Vikas Publications, New Delhi.
2. *Kuchal, M. C.* 2009, **Financial Management.** [Third Edition]. Vikas Publications, New Delhi.
3. *Khan, M.Y. and Jain, P. K.* **Financial Management.** [Fifth Edition]. Himalaya Publications, New Delhi.

15UBAM402	<b>CORE X: HUMAN RESOURCE MANAGEMENT</b>	<b>SEMESTER- IV</b>
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**Total Hours: 50**

**OBJECTIVE:**

1. The students would be able to understand the concepts and principles of Human Resource Management.

**CONTENTS**

**UNIT - I (10 Hours)**

Introduction - Meaning and Definition, Nature, Evolution, Scope, objectives and Importance of HRM - Role and Qualities of a good HR manager - Functions of HRM.

**UNIT - II (10 Hours)**

Human Resources Planning and Policies - Nature, Importance and objectives of HR Planning - Process of HR Planning - HR planning techniques - HRM Policies - Need, Type and Scope of HRM Policies.

**UNIT - III (10 Hours)**

Recruitment and Selection - Sources of Recruitment - Difference between recruitment and selection - Selection process - screening of applicants - Tests - Interview - Types of interview - Process of conducting interview - Checking of references - Medical examination - Final selection - Placement - Induction.

**UNIT - IV (10 Hours)**

Training and Development - Need - Importance of training - Types of training - Methods of training - Evaluation of Training - Management Development - Importance - Methods of conducting MDPs.

**UNIT - V (10 Hours)**

Performance Appraisal - Need - Process - Techniques. Promotion, Transfer, Termination - Promotional policies - Merit Vs Seniority - Transfer - Objectives of transfer - Types of Transfers - Termination of Services - Employee attrition - Factors responsible for attrition, Dismissal, Discharge, Voluntary retirement schemes.

**TEXT BOOK:**

1. *Subba Rao, P.* 2008. **Essentials of Human Resource Management and Industrial Relations.** [Tenth Edition]. Himalaya Publishing House, New Delhi.

**REFERENCE BOOKS:**

1. *Jaishankar, K.* 2004. **Human Resources Management.** [First Edition]. Margham Publications, Chennai.
2. *Mamoria, C.B.* 2007. **Personnel Management.** [Second Edition]. Himalaya Publishing House, New Delhi.
3. *Aswathappa, K.* 2010. **Human Resources and Personnel Management.** [Third Edition]. Tata McGraw Hill Publishing House, New Delhi.

<b>15UBAM403</b>	<b>CORE XI: BUSINESS ETHICS</b>	<b>SEMESTER- IV</b>
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**Total Hours: 50**

**OBJECTIVE:**

1. To make the students understand ethical issues in business and to nurture and develop social responsiveness.

**CONTENTS**

**UNIT - I (10 Hours)**

Introduction to Business ethics: Meaning and nature of Business ethics – Benefits - Scope - Factors Governing Business ethics - Code of Ethics - Ethical dilemmas - Ethical problems.

**UNIT - II (10 Hours)**

Corporate Governance: Need and Significance of Corporate Governance - Fundamentals and Principles of Corporate Governance - Mechanisms for better governance - Corporate Governance in India - CII code of Corporate Governance, Corporate Social Responsibility: Meaning - Need for CSR.

**UNIT - III (10 Hours)**

Environmental Ethics: Concept of sustainable development - Environmental pollution- Types and causes of pollution - Need for pollution control - Approaches to pollution control - Steps taken by government to control pollution in India.

**UNIT - IV (10 Hours)**

Ethics in workplace: Importance of workplace ethics, Factors influencing workplace ethics - Conflict of interest – Concepts, kinds and managing conflict of interest - Discrimination- Forms of discrimination and prevention of job discrimination, Harassment- Preventing Sexual harassment - Guidelines for managing ethics in the workplace.

**UNIT - V (10 Hours)**

Ethics in Marketing and Consumer protection: Need for ethical behavior in marketing - Ethical issues in Marketing - Advertising ethics - Code of conduct for Advertising - Consumer rights - Need for consumer protection - Methods of consumer protection and consumer protection Act 1986.

**TEXT BOOK:**

1. *Gupta, C .B.* 2007. **Business Ethics and Communication.** [First Edition]. Sultan Chand and Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Rao, A. B.* 2006. **Business Ethics and Professional Values.** [First Edition]. Excel Books, New Delhi.
2. *Rajiv, K. Misra,* 2006. **Business Ethics, Code of Conduct for Managers.** [First Edition]. Rupa & Co, New Delhi.
3. *Ashok, K. Nadhani,* 2009. **Business Ethics and Business Communication** [First Edition]. Taxmann Publications (P) Ltd., New Delhi.



15UBAM404	CORE XII: INDUSTRIAL LAW	SEMESTER - IV
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**Total Hours: 50**

**OBJECTIVE:**

1. To equip the students with the knowledge of various laws concerning employees' safety, welfare, health, social security, associations and their relationship with their employers which will in turn help them effectively carry out their future roles as managers.

**CONTENTS**

**UNIT - I (10 Hours)**

Factories Act: Definitions, Inspection of Factories - Provisions relating to the health, safety and welfare of workers - Working hours - Employment of Women and Young Persons - Annual Leave.

**UNIT - II (10 Hours)**

The Industrial Disputes Act 1947: Object of the Act - Definitions - Authorities under the Act - Conciliation machinery - Adjudications of industrial disputes - Strikes and Lock Outs - Lay off - Retrenchment - Closure - Unfair labour practices.

**UNIT - III (10 Hours)**

Payment of Wages Act 1936: Application of the Act - Definitions - Rules for payment of wages - Deduction from Wages.

**UNIT - IV (10 Hours)**

The Employees Provident Fund and Misc. Act 1952. Application of the Act - PF Schemes - Employees Pension Scheme - Employees Deposit Linked Insurance Scheme.

**UNIT - V (10 Hours)**

The Payment of Gratuity Act, 1972: Meaning of Gratuity - Payment of Gratuity - Forfeiture of Gratuity - Determination of Gratuity - Appeals - Recovery.

Payment of Bonus Act, 1965: Scope and Application. Definitions - Calculation of Bonus - Eligibility and disqualifications for Bonus - Minimum and maximum bonus payable.

**TEXT BOOK:**

1. *Kapoor, N. D.* 2010. **Elements of Industrial Law.** [Tenth Edition]. Sultan Chand & Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Srivatsava, S. C.* 2009. **Industrial Relations and Labour Laws.** [Fifth Edition]. Vikas Publishing House Private Limited, New Delhi.
2. *Singh, B. D.* 2007. **Labour Laws.** [Second Edition]. Excel Books, New Delhi.
3. *Kumar, H. L.* 2010. **Labour Laws Everybody Should Know.** [Fifth Edition]. Universal Law Publishing Company Pvt. Ltd., Chennai.

<b>15UBAM405</b>	<b>CORE XIII: MANAGEMENT ACCOUNTING</b>	<b>SEMESTER- IV</b>
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(Note: 70% of the questions shall be problem and 30% of the questions shall be theory.)

**Total Hours: 50**

**OBJECTIVE:**

1. The course aims to introduce the concepts of management accounting, types of accounting statements and budgets to the students.

**CONTENTS**

**UNIT - I (10 Hours)**

Management accounting – Meaning, definition, Difference between management accounting, cost accounting and financial accounting, advantages and disadvantages of management accounting.

**UNIT - II (10 Hours)**

Fund flow statement – Preparation of statement of changes in working capital, calculation of funds from operations, Preparation of Sources and application statement.

**UNIT - III (10 Hours)**

Cash flow statement – Calculation of funds from operations and cash from operations, Preparation of cash inflows and outflows statement.

**UNIT - IV (10 Hours)**

Budgets – Production budget, sales budget, cash budget and flexible budget, Marginal costing.

**UNIT - V (10 Hours)**

Ratio Analysis – Profitability, solvency and liquidity ratios.

**TEXT BOOK:**

1. Reddy, T.S. and Moorthy, A. 2010 **Management Accounting**. [Seventh Edition]. Margham Publication, Chennai

**REFERENCE BOOKS:**

1. *Sharma, R.K. and Shasi K. Gupta, 2003. **Management Accounting: Principles and Practice.** [Ninth Edition]. Kalyani Publishers, New Delhi.*
2. *Inamdar, S.M. and Iyenger, S. I. 2005. **Cost and Management Accounting.** [Second Edition]. The English Language Book Society and Edward Arnold Ltd., London.*
3. *Maheswari, S. N. **Management Accounting,** Sultan Chand & Sons, New Delhi.*

15UCCBAA401	<b>ALLIED V: BASICS OF COST ACCOUNTING</b>	<b>SEMESTER - IV</b>
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(Note: 70% of the questions shall be problem and 30% of the questions shall be theory.)

**Total Hours: 45**

**OBJECTIVE:**

1. To enable the students to understand the various types of cost accounting and various elements of cost.

**CONTENTS**

**UNIT - I (9 Hours)**

Cost Accounting – Meaning, Definition, Difference between Financial Accounting, Cost Accounting and Management Accounting, Advantages and Disadvantages of Cost Accounting, Elements of Cost – Cost Sheet.

**UNIT - II (9 Hours)**

Material Cost - Direct and Indirect Material Cost – Issue of Materials of Production - Pricing Methods – EOQ, FIFO, LIFO, Simple Average and Weighted Average Method.

**UNIT - III (9 Hours)**

Labour Cost - Direct and Indirect Labour Cost - Methods of Payment of Wages, Incentive Plans.

**UNIT - IV (9 Hours)**

Overhead Cost - Classification, Allocation, Absorption and Apportionment of Overheads.

**UNIT - V (9 Hours)**

Process Costing – Meaning – Features - Preparation of Process Accounts - Normal, Abnormal Loss and Gain

**TEXT BOOK:**

1. Reddy, S. and Hari Prasad Reddy, Y. 2014. . **Cost Accounting**. [Fourth Edition]. Margham Publications, Chennai.

**REFERENCE BOOKS:**

1. Khan, and Jain. 2000. **Cost Accounting**. [First Edition]. Tata McGraw Hill Publishing House, New Delhi.

2. *Williamson Duncan*. 2008. **Cost and Management Accounting**. [Second Edition]. Prentice Hall of India, New Delhi.
3. *Bhar, B.K.* 2005. **Cost Accounting**. [Eightieth edition]. A. H. Wheeler Publication, New Delhi.

15UBASBC401	SBC II: BUSINESS PLAN	SEMESTER - IV
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**Total Hours: 25**

**OBJECTIVE:**

1. The course aims to prepare a ground work on business plan and the students can view entrepreneurship as their career.

**Unit I (5Hours)**

Business plan: Meaning and Definition – Need for business plan - Factors of a successful business – Prerequisites of business plan.

**Unit II (5Hours)**

Executive summary – Company description – Industry analysis and trends.

**Unit III (5Hours)**

Target market – Competition – Risk assessment. Marketing plan and sales strategy – Operations – Technology plan.

**Unit IV (5Hours)**

Project formulation – Project feasibility study -- Project report preparation-Project implementation.

**Unit V (5Hours)**

Social responsibility – Financials – Technology plan – Putting plan to work.

**TEXT BOOK:**

1. *Rhonda Abrams*, 2007. *The Successful Business Plan Secrets and Strategies* [Fourth Edition]. Prentice Hall of India, New Delhi.

**REFERENCE BOOKS:**

1. *Gupta, C. B. and Srinivasan, N. P.* 2009 **Entrepreneurial Development** [Third Edition]. Sultan Chand & Sons, New Delhi.
2. *Khanka, S.S.* 2009. **Entrepreneurial Development.** [Ninth Edition]. S. Chand & Co., New Delhi.

<b>15ULS401</b>	<b>CAREER COMPETENCY SKILLS II</b>	<b>SEMESTER - IV</b>
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**Total Hours: 15**

**OBJECTIVE:**

1. To enhance employability skills and to develop career competency

**UNIT - I**

**(3 Hours)**

A to Z Placement Terms-Assertiveness and Self Confidence-Career Opportunities-Skill set (Industry Expectations).

**UNIT - II**

**(3 Hours)**

Principles of Communication (LSRW)-Describing Objects / Situations / People-Information Transfer - Picture Talk - News Paper and Book Review.

**UNIT - III**

**(3 Hours)**

Self Introduction - Situational Dialogues / Role Play (Telephonic Skills) - Oral Presentations- Prepared -'Just A Minute' Sessions (JAM).

**UNIT - IV**

**(3 Hours)**

Dress code- Body Language- - Manners and Etiquettes -Resume Writing.

**UNIT - V**

**(3 Hours)**

Presentation Skills - Group Discussion-Interviewing Techniques- Mock Interview.



15UBAM501	CORE XIV : STRATEGIC MANAGEMENT	SEMESTER - V
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**Total Hours: 50**

**OBJECTIVE:**

1. To look at an organization from a CEO's perspective and to understand the skills and qualities required for leadership in an organization.

**CONTENTS**

**UNIT - I (10 Hours)**

Business Policy – Meaning – Features – Classification – Policy formulation and objectives – Types – Business policy in various economic systems (Capitalist, socialist and mixed).

**UNIT - II (10 Hours)**

Major business policies – Personnel policy – Production policy – Marketing policy – Financial policy.

**UNIT - III (10 Hours)**

Strategic management – Meaning – Importance – Strategic management process – Strategy alternatives - SWOT analysis – BCG matrix.

**UNIT - IV (10 Hours)**

Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition and Takeover Strategies, Strategic Alliances and Collaborative Partnerships), Retrenchment - Generic Strategies.

**UNIT - V (10 Hours)**

Strategy implementation and evaluation – Project and procedural implementation – Resource allocation – Structural implementation – Corporate Social Responsibility.

**TEXT BOOK:**

1. *Azhar Kazmi*, 2008. **Strategic Management and Business Policy**. [Third Edition]. Tata McGraw Hill Publishing House, New Delhi.

**REFERENCE BOOKS:**

1. *Srinivasan, R.* 2008. **Strategic Management : The Indian Context.** [First Edition]. Prentice Hall of India, New Delhi.
2. *Mamoria and Mamoria and Subba Rao,* 2001. **Business Planning and Policy.** [First Edition]. Himalaya Publishing House, New Delhi.
3. *Mathur, U.C.* 2005. **Text Book of Strategic Management.** [Second Edition]. Macmillan India Ltd., New Delhi.

15UBAM502	CORE XV: ENTREPRENEURIAL DEVELOPMENT	SEMESTER - V
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**Total Hours: 50**

**OBJECTIVES:**

1. The course aims to prepare a ground where the students view entrepreneurship as an attractive career option.
2. It enables the students to know the process involved in entrepreneurship.

**CONTENTS**

**UNIT - I (10 Hours)**

Introduction to Entrepreneurship: Meaning, Functions, Types, Qualities of Entrepreneurs – Venture Life cycle - Women Entrepreneurs - Role of entrepreneur in economic development.

**UNIT - II (10 Hours)**

Idea Generation - Idea Generation and Opportunity Evaluation - Evaluating opportunity using case studies - Applying Opportunity Evaluation Framework to a Successful venture– Venture capitalist.

**UNIT - III (10 Hours)**

Business Organizations – Types: Sole Proprietorship, Partnership, Co-operative Society, Joint Stock Company: Features, Advantages and Disadvantages of various types of business organization.

**UNIT - IV (10 Hours)**

Factors influencing entrepreneurship - Business Model - Entrepreneurial Development Programme – Objectives, Phases of Entrepreneurial Development Programme.

**UNIT - V (10 Hours)**

Institutional Finance to Entrepreneurs – Role of TIIC, SIDBI and Commercial Banks - Incentives and Subsidies to Entrepreneurs - Role of DIC, MSME, SIDCO and NSIC.

**TEXT BOOK:**

1. *Gupta, C. B. and Srinivasan, N. P.* 2009 **Entrepreneurial Development** [Third Edition]. Sultan Chand & Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Khanka, S.S.* 2009. **Entrepreneurial Development.** [Ninth Edition]. S. Chand & Co., New Delhi.
2. *Vasanth Desai,* 2007. **Dynamics of Entrepreneurial Development and Management.** [First Edition]. Himalaya Publishing House, New Delhi.
3. *Saravananavel, P.* 1997. **Entrepreneurship Development.** [Second Edition]. Ess Pee Publishing House, Chennai.

15UBAM503	CORE XVI : INTERNATIONAL BUSINESS MANAGEMENT	SEMESTER - V
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**Total Hours: 50**

**OBJECTIVE:**

1. The course aims to understand the conceptual and regulatory framework of exports and imports in India.

**CONTENTS**

**UNIT - I (10 Hours)**

Introduction to exports and imports: Meaning and Importance - Factors Influencing Export and Import - Role of Export and Import in Economic Development - International business environment - GATT - WTO.

**UNIT - II (10 Hours)**

Exports and imports procedure - Registration Process: IEC Number, documents required for IEC Number - Export Documentation: Commercial Invoice, Packing List, Certificate of Inspection, Certificate of Insurance, Bill of Lading, Certificate of Origin, Bill of Exchange, Shipment Advice.

**UNIT - III (10 Hours)**

Export Shipment Procedure: Cargo Insurance, Customs Clearance, Receipt and Shipment Documents from C and F Agent, Presentation of Shipment Documents to the Negotiable Bank - INCO Terms.

**UNIT - IV (10 Hours)**

Methods of payment: Advance Payment, Open Account, Consignment Sales, and Documents against Acceptance (D/A), Documents against Payment (D/P), Letter of Credit (L/C): Benefits, Types - Export Finance: Pre-Shipment Finance, Post-Shipment Credit.

**UNIT - V (10 Hours)**

Export Incentives - Special facility provided for FTZ, SEZ, and EOU, Star Export House - Import Management: Import Clearance Procedure.

**TEXT BOOK:**

1. *Aseem Kumar*, 2007. **Export and Import Management**. [First Edition]. Excel Books, New Delhi.

**REFERENCE BOOKS:**

1. *Balagopal, 2007. T.A.S. 2007. **Export Management.** [Nineteenth Edition]. Himalaya Publishing House, New Delhi.*
2. *Varshney, R. C. and Bhattacharayya, B. 1999. **International Marketing Management.** [Third Edition]. Sultan Chand and Sons, New Delhi.*
3. *Srinivasan, R. 2008. **International Marketing.** [Third Edition]. PHI Learning Private Ltd., New Delhi.*

<b>15UBAM504</b>	<b>CORE XVII: BUSINESS RESEARCH</b>	<b>SEMESTER - V</b>
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*Note: Theory Only*

**Total Hours: 50**

**OBJECTIVE:**

1. The students after undergoing the course would be able to understand the concepts, methodology and applications of marketing research.

**CONTENTS**

**UNIT - I (10 Hours)**

Definition of Business Research – Types of Research (Applied and Basic) – Steps in research – Research design – Elements of research design.

**UNIT - II (10 Hours)**

Sources of data: Primary – Secondary. Data Collection Methods: Interview– Questionnaire– Observation. Scales: Nominal – Ordinal – Interval – Ratio. Attitudinal Scales: Rating – Ranking.

**UNIT - III (10 Hours)**

Sampling: Meaning of population, element, sample, sampling unit and subject. Sampling Process – Probability Sampling – Non-probability Sampling – Determination of sample size – Sampling Errors.

**UNIT - IV (10 Hours)**

Analysis and interpretation of data – chi – square test – Weighted Average–Garret Ranking – ANOVA test – Hypothesis – Characteristics – Types of hypothesis.

**UNIT - V (10 Hours)**

Report writing – Steps in writing a research report – Layout of research report – Types of Reports –Mechanics and precautions while writing a research report – Oral presentation.

**TEXT BOOK:**

1. *Uma Sekaran and Roger Bougie*. 2014. **Research Methods for Business**. [Fifth Edition] Wiley India (P) Ltd, New Delhi.

**REFERENCE BOOKS:**

1. *Kothari, C.R.* 2010. **Research Methodology**, [Ninth Edition] New Age International, New Delhi.
2. *Rajendra Nargundkar*, 2003. **Marketing Research: Text and Cases**, [Third Edition]. Tata McGraw Hill Publishing House, New Delhi.
3. *Rao, K. V.* 2009. **Research Methods in Commerce and Management**. [First Edition]. Sterling Publishers Pvt. Ltd., New Delhi.



15UBAM505	CORE XVIII: RETAIL MANAGEMENT	SEMESTER - V
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**OBJECTIVE:**

1. The course provides the student with a comprehensive view of retailing and application of marketing concepts in retail outlets.

**CONTENTS**

**UNIT - I**

Introduction to Retailing – Definition, nature and scope of retailing – Evolution of retailing - Retailing and marketing – Trends in retailing – Theories in retailing.

**UNIT - II**

Retail categories – Types of retail store – Ownership - Classification on the basis of ownership - Classification of merchandise offered – Franchising – Non-store retailing – Direct selling – Direct response marketing.

**UNIT - III**

Analyzing and understanding the customer – Types of buyers – Consumer behavior in retail context – Factors Influencing Buyer behavior – Retail market segmentation.

**UNIT - IV**

Retail marketing mix – Product, price, place, promotion, presentation, customer service, people – Retail communication mix – Advertising, sales promotion, Public relation, Personal selling, service – Product concept, service management.

**UNIT - V**

Store design and layout – Logistics and distribution – Setting up a retail organization – Retail forecasting – Future of retailing in India.

**TEXT BOOK:**

1. *David Gilbert*, 2008. **Retail Marketing Management**. [First Edition]. Pearson Education, New Delhi.

**REFERENCE BOOKS:**

1. *Gibson, G. Vedamani*, 2008. **Retail Management**. [Third Edition]. Jaico Publishing House, Mumbai.
2. *Kotler Philip*, 2008. **Marketing Management**. [Thirteenth Edition]. Prentice Hall of India, New Delhi.
3. *Panchanathan, N.* 2008. **Retail Marketing**. [First Edition]. Excel Books, New Delhi

15UBAEL501	<b>ELECTIVE I: ORGANIZATIONAL DEVELOPMENT</b>	<b>SEMESTER - V</b>
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**Total Hours - 50**

**OBJECTIVE:**

1. The course focuses on issues related to the “human side” of the organization by finding ways to increase the effectiveness of individuals, teams, and the organization’s human and social processes so as to make the organization effective.

**CONTENTS**

**UNIT I (10 Hours)**

**Introduction:** Definition of Organization Development (OD) – History of Organization Development – Values, Assumptions, and benefits of OD.

**UNIT II (10 Hours)**

Models and theory of planned change – systems theory – participation and empowerment – Teams and Team work – parallel learning structures - Managing the OD process – Diagnosis – action component – The Programme Management Component.

**UNIT III (10 Hours)**

**OD Interventions:** Classifying OD interventions – Team intervention – intergroup and third-party peacemaking interventions – comprehensive interventions – structural interventions.

**UNIT IV (10 Hours)**

**Training experiences:** T-Group – Behavioural modelling – life and career planning. **Issues in consultant – client relationships:** Entry and contracting – diagnosis and appropriate interventions – the consultant as a model – implications of OD for the client.

**UNIT V (10 Hours)**

**System Ramifications:** Resistance to change efforts – training and the development of consultation skills – rewards – constructive feedback – staffing and career development – organizational justice – monetary costs and skill demands. **Future of organization development:** Changing environment – fundamental strengths of OD – OD’s future.

**TEXT BOOK:**

1. *Wendell L. French and Cecil H. Bell Junior.* 2001. **Organizational Development** [Second Edition]. Prentice Hall of India. New Delhi.

**REFERENCE BOOKS:**

1. *Cummings, G, Thomas and Worley, G, Christopher.* 2005.**Organization Development and Change.** [First Edition]. Thomson – South – Western Publications. Singapore.
2. *Singh, K, Anup, Gupta, K Rajen and Abad Ahmed.* 2001.**Designing and Developing Organizations for tomorrow**[First Edition]. Response Books. New Delhi.
3. *Pareek, Udai.* 2004 .**Training Instruments in HRD and OD.** [First Edition]. Tata McGraw Hill. New Delhi.
4. *Marquardt, J, Michael.* 2003. **Building the learning Organization.** [First Edition]. Jaico Books. New Delhi.
5. *Robert A.Paton and James Mecelman,* 2008. **Change Management.** A Guide to effective implementations, SAGE South Asia Edition.

15UBAEL502	<b>ELECTIVE I : FINANCIAL INSTITUTIONS AND SERVICES</b>	<b>SEMESTER - V</b>
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**Total Hours - 50**

**OBJECTIVE:**

1. The course aims to make the students understand the various financial institutions and services rendered by them.

**UNIT - I (10 hours)**

Indian financial system – financial system and economic development – Development of financial system in India – weakness of Indian Financial System – Money Market – Capital Market – Banks as financial intermediaries – Reserve Bank of India, Commercial Banks and Co-operative Banks – functions.

**UNIT - II (10 hours)**

National Housing Bank – Housing Development Finance Corporation – Housing Development Corporation – functions and services. Special financial institutions – IDBI, ICICI, IFCI, EXIM Bank – SFCs – SIDCS – functions and services.

**UNIT - III (10 hours)**

Bombay Stock Exchange (BSE) – National Stock Exchange (NSE) – OTCEI – SEBI – powers and functions – IRDA – Discount and Finance House of India (DFHI).

**UNIT - IV (10 hours)**

Financial Services – overview- growth – problems faced by financial services sector – Non-Banking financial intermediaries – Unit Trust of India – Mutual funds – hire purchase finance companies – lease finance companies – consumer finance.

**UNIT - V (10 hours)**

Merchant banking – functions and services – credit rating – credit rating agencies in India.

**TEXT BOOK**

1. *Gorden and Natarajan, Financial Institution and Services*, Himalaya Publishing House.

**REFERENCE BOOKS**

1. *Bhole L M, Financial Institutions and Market*, Tata McGraw Hill Publications.
2. *Avadhani V A, Investment and Securities Markets in India*, Himalaya Publishing House.
3. *Kulkarni P V, Corporate Finance*, Himalaya Publishing House.
4. *Khan M Y, Financial Services*, Tata McGraw Hill Publications.
5. *Bhatia & Batra, Management of Financial services*, Deep & Deep Publications.

<b>15UBASBC501</b>	<b>SBC III : BUSINESS PROCESS OUTSOURCING</b>	<b>SEMESTER - V</b>
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**Total Hours: 25**

**OBJECTIVE:**

1. The course aims to inculcate the fundamentals of outsourcing and attempts to educate the skills necessary for outsourcing jobs.

**UNIT - I (5 Hours)**

BPO - Meaning - Definition - Evaluation & Recent Development - In sourcing - Outsourcing - Needs - Technical requirement -Eligibility.

**UNIT - II (5 Hours)**

Call Centers - Functions - Processes - classifications -Telemarketing - Tele selling - Preparing for a Job - Approach -Preparation - Training - Selection Process.

**UNIT - III (5 Hours)**

Improving Efficiency - Handling Calls - Team Player - Pleasing the Customers - Converse efficiently - Reducing stress.

**UNIT - IV (5 Hours)**

Numerical aptitude - Basic Computer Skills - Type Master -Written Test - Interviews - Telephonic Interviews.

**UNIT - V (5 Hours)**

Good Communicator - Ability to lead - Pleasing personality -Physical fitness - Dress Consciousness - Other Personality development.

**TEXT BOOK:**

1. *Alexis Leon, Mathew Leon. Fundamentals of Computer Science & Communication engineering.* Vikas Publishing, New Delhi.

**REFERENCE BOOKS:**

1. *R.S. Aggarwal.2011. Quantitative Aptitude.* S Chand, New Delhi.
2. English Conversation Practice by Grand Tailor
3. English Course by Lingua Phone
4. Adult Faculty by Kev Nair

15UBAM601	CORE XIX: INVESTMENT MANAGEMENT	SEMESTER - VI
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*Note: Theory Only*

**Total Hours: 50**

**OBJECTIVE:**

1. The students would be able to evaluate various investment alternatives, estimate risk-return tradeoffs, and evaluate investment performance.

**CONTENTS**

**UNIT - I (10 Hours)**

Investment - Meaning, Investment and Speculation, Investment process, Investment and Gambling. Financial markets - New Issue market, floating new issues, NIM participants.

**UNIT - II (10 Hours)**

Stock exchange - Functions, trading and settlement process, Kinds of brokers. Investment alternatives - Corporate Bonds - Preference shares, Equity Shares - Features and Types.

**UNIT - III (10 Hours)**

Risk - Types of risk, measurement of risk. Returns - Measurement of returns. Valuation of Bonds, Valuation of Preference shares, Valuation of Equity.

**UNIT - IV (10 Hours)**

Fundamental Analysis - Economic analysis, Industry analysis, Company analysis. Relevance of fundamental analysis. Technical Analysis - Charts - technical indicators. Fundamental Analysis Vs Technical Analysis.

**UNIT - V (10 Hours)**

Portfolio Management: Meaning, Portfolio process, determinants, principles and policies. Sources of investment information.

**TEXT BOOK:**

1. *Preeti Singh*, 2007. **Investment Management**. [Fifteenth Edition]. Himalaya Publishing House, New Delhi.

**REFERENCE BOOKS:**

1. *Punitahvathi Pandian*, 2009. **Security Analysis and Portfolio Management** [Third Edition]. Vikas Publishing House, New Delhi.
2. *Bhalla, V.K.* 2008. **Investment Management**. [Fifteenth Edition]. Sultan Chand & Sons, New Delhi.
3. *Avadhani, V.K.* 2004. **Investment Management** [Eight Edition]. Himalaya Publishing House, New Delhi.



15UBAM602	CORE XX: SERVICES MARKETING	SEMESTER - VI
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**Total Hours: 50**

**OBJECTIVE:**

1. The objective of this course is to acquaint the students with the uniqueness of the service characteristics and its marketing implications.

**CONTENTS**

**UNIT - I (10 Hours)**

Services marketing: Meaning- Nature of services-Types and importance- Relationship marketing-Strategy, Marketing plan.

**UNIT - II (10 Hours)**

Service Marketing mix: New services and development-Pricing services- Promoting services-People in services--Customer support service- Service marketing triangle.

**UNIT - III (10 Hours)**

Consumer behavior in services - Meaning, Types, Determinants of service expectations- Customer perceptions- Customer satisfaction - SERVQUAL - The Gaps model of service quality.

**UNIT - IV (10 Hours)**

Designing of services- Service blue printing-Target marketing in services- Services market segmentation- Service positioning- Service differentiation.

**UNIT - V (10 Hours)**

Applications of services marketing in financial, hospital, educational, tourism, and public utility services.

**TEXT BOOK:**

1. *Srinivasan, R.* 2005.**Services Marketing**. [Second Edition]. Prentice Hall of India, New Delhi.

**REFERENCE BOOKS:**

1. *Rajendra Nargundkar*, 2008. **Services Marketing**. [Third Edition]. Tata McGraw Hill, New Delhi.
2. *Supriya Singh*, 2012. **Services Marketing**. [First Edition]. Thakur Publishers, Chennai
3. *Helen Woodruffe*, 2007. **Services Marketing**. [Second Edition]. Macmillan, USA.
4. *Rama Mohana Rao, K.* 2009. **Services Marketing**. [Second Edition]. Pearson Education, New Delhi.

15UBAM603	CORE XXI: PRINCIPLES OF INSURANCE	SEMESTER- VI
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**Total Hours: 50**

**OBJECTIVES:**

1. To impart knowledge in the field of insurance and to ensure their marketability in the competitive world.
2. To provide training to students to match the insurance industry

**CONTENTS**

**UNIT - I (10 Hours)**

Insurance – Meaning and definition – Risk – Meaning, Classification of risks, Methods of handling risks – Origin of insurance – Nature of insurance – Types of insurance – Principles and essentials of insurance – Advantages and disadvantages of insurance.

**UNIT - II (10 Hours)**

Reinsurance – Importance and types – Insurance Regulatory and Development Authority (IRDA) – Objectives – Composition of Authority – Duties and Powers of IRDA – Functions of IRDA.

**UNIT - III (10 Hours)**

Life insurance – Meaning – Characteristics of life insurance in India – Types of insurance products – Policy conditions regarding LIC.

**UNIT - IV (10 Hours)**

General insurance – Meaning – Characteristics of general insurance in India – Benefits – Types of products – Functions of GIC.

**UNIT - V (10 Hours)**

Fire Insurance – Types of fire policies – Marine insurance – Types of Marine Insurance policies – Marine losses.

**TEXT BOOK:**

1. *Mishra, M. N.* 2007. **Insurance Principles and Practice.** Sultan Chand Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Bhalla, V.K and Gupta, V.L.* 2011. **Fundamentals of Insurance.** Himalaya Publishing Co., Ltd., Mumbai.
2. *Panda, G. S.* 2008. **Principles and Practices of Insurance.** Kalyani Publishers, New Delhi.
3. *Periyasamy, P.* 2011. **Principles and Practice of Insurance.** [Second Edition]. Himalaya Publishing House, Mumbai.

15UBAM604	<b>CORE XXII: CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>SEMESTER- VI</b>
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**Total Hours - 50**

**OBJECTIVE:**

1. To educate the students about the basic concepts of customer relationship management.

**CONTENTS**

**Unit I (10 Hours)**

Introduction to CRM: Definition - Types of CRM - Context of CRM - Constituencies of CRM - Importance of CRM - Basis of building relationship - Types of relationship marketing - customer life cycle- CRM significance to the stakeholders.

**Unit II (10 Hours)**

Understanding relationship: Meaning, Need for relationship between company, customer and supplier - Customer information Database - Customer Profile Analysis - Customer perception, Expectations analysis -Customer loyalty, satisfaction and business performance.

**Unit III (10 Hours)**

Phases of CRM - Customer portfolio management- Elements of CRM - CRM Process - Strategies for Customer acquisition - Retention and Prevention of defection - Models of CRM.

**Unit IV (10 Hours)**

Strategic CRM planning process - Implementation issues - CRM Tools- Analytical CRM - Operational CRM - Role of CRM Managers.

**Unit V (10 Hours)**

Trends in CRM: e- CRM Solutions - Data Warehousing - Data mining for CRM - an introduction to CRM software packages.

**TEXT BOOK:**

1. *Francis Buttle*. 2004. **Customer Relationship Management: Concepts & Tools**, [Second Edition] Elsevier.

**REFERENCE BOOKS:**

1. *G.Shainesh, Jagdish, N.Sheth*. 2005. **Customer Relationships Management Strategic Prespective**, Macmillan

2. *H.Peeru Mohamed and A.Sahadevan. 2005. **Customer Relation Management**, Vikas Publishing.*
3. *Jim Cathear. 2005. **The Eight Competencies of Relationship selling**, Macmillan India.*
4. *Assel. **Consumer Behavior**, [Sixth Edition.] Cengage Learning.*

15UBAM605	CORE XXIII: MANAGEMENT INFORMATION SYSTEM	SEMESTER -VI
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**Total Hours: 50**

**OBJECTIVE:**

1. The course with an emphasis on business and management elements of information technology would enable the students to learn latest information technologies, practices and trends.

**CONTENTS**

**UNIT - I (10 Hours)**

Management Information System (MIS): Concepts - Role and Impact of MIS in modern business organization - Components of Information System - Strategic levels and need of information resources - Contemporary approaches to Information System.

**UNIT - II (10 Hours)**

Computer Fundamentals: Meaning and Characteristics - Computer Generations - Types of Computers - Database Management System: Data Resources and Database Types and Models - Transaction processing system.

**UNIT - III (10 Hours)**

Managerial Decision Making: Concepts - Types - Decision Making Process - Decision levels - Herbert Simon's Model in Information System. System: Concepts - Types of system - System Development Life Cycle. System Analysis - System Design and Implementation.

**UNIT - IV (10 Hours)**

Enterprise Business System - Decision Support System (DSS) - Artificial Intelligence(AI) - Expert System (ES) - Knowledge Management System - Electronic Data Interchange (EDI), E-Business - Internet, Extranet.

**UNIT - V (10 Hours)**

Managing Information System Challenges - Security and Ethical Challenges of Information System - Information Control System - Global Management of Information Technology.

**TEXT BOOK:**

1. O'Brian, J. A. 2008."Introduction to Information Systems." [Twelfth Edition]. Tata McGraw Hill Publishing House, New Delhi.

**REFERENCE BOOKS:**

1. *Murthy, C.S.V.* 2006. **Management Information System.** [Sixth Edition]. Himalaya Publishing House, New Delhi.
2. *Jawadekar, S.* 2007. **Management Information System – Text and Games.** [Second Edition]. Tata McGraw Hill Publishing House, New Delhi.
3. *Uma, G. Gupta,* 1998. **Management Information System.** [Second Edition]. Galgotia Publication, New Delhi.

15UBAEL601	<b>ELECTIVE II : HUMAN RESOURCE DEVELOPMENT</b>	<b>SEMESTER - VI</b>
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**Total Hours - 50**

**Objective:**

1. The students would be able to understand the HRD techniques that can be followed in organizations for the betterment of individual and the development of organization.

**UNIT - I (10 hours)**

Human Resource Development - Nature and Scope - Evolution - Difference between Human Resource Management and Human Resource Development - HR system designing.

**UNIT - II (10 hours)**

HRD Methods/Instruments - HRD Process - HRD Outcomes - Performance Management and its objectives - Performance Appraisal Techniques - 360 Degree Feedback.

**UNIT - III (10 hours)**

Performance counseling and interpersonal feedback - Developing dynamic relationship through effective counselling - Potential appraisal and development - Career planning and development.

**UNIT - IV (10 hours)**

Training - Conceptual framework - Identification of training needs - Training objectives - Designing training programmes - Training methods - Evaluating the effectiveness of training programmes - Retraining.

**UNIT - V (10 hours)**

HRD Interventions - Human Resource Information Systems (HRIS) - Steps in implementing HRIS - HRD in Indian Industry - Future of HRD.

**TEXT BOOK**

1. Rao T.V.,1997. **Alternative Approaches and Strategies of Human Resource Development**, Rawat Publications



**REFERENCE BOOKS**

1. *Kandula R. Srinivas*, 2007, **Strategic Human Resource Development**, Prentice Hall India
2. *Rathan Reddy B.* 2007, **Effective Human Resource Training and Development Strategy**, Himalaya Publishing House.
3. *Silvera D.M.* **Human Resource Development - The Indian Experience**, New India Publications
4. *Rao T.V.* 1985, **Performance Appraisal : Theory & Practice**, Vikas Publications

15UBAEL602	ELECTIVE II : PRINCIPLES OF BANKING	SEMESTER - VI
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**Total Hours: 50**

**OBJECTIVE:**

1. Dissemination of basic information concerning fundamentals and practicalities of banking, particularly Indian banking.

**CONTENTS**

**UNIT - I (10 Hours)**

Banking – Meaning and Definition - Composition of the Indian banking system: Commercial Banks, Co-operative Banks, Regional Rural Banks, Foreign Banks and Development Banking Institutions. Reserve Bank of India (RBI) - Constitution – Functions – Credit Regulation – Monetary Policy of the RBI.

**UNIT - II (10 Hours)**

Commercial Banking – Functions – Indian Commercial Banks and Economic Development. State Bank of India (SBI) – Origin – Functions – Role of SBI in the development of agriculture, industries particularly small scale industrial units.

**UNIT - III (10 Hours)**

Who is a banker? – Who is a customer? – Banker and Customer Relationship – Duties and Obligations of a Banker – Rights of a banker. Retail Banking: Deposit Accounts – Features of Savings Bank Account, Current Account, Term Deposit and Recurring Deposit.

**UNIT - IV (10 Hours)**

Loans and Advances: Principles of Sound Lending – Styles of Credit: Cash Credit, Overdraft and Loans – Modes of Creating Charge: Lien, Pledge, Hypothecation and Mortgage.

**UNIT - V (10 Hours)**

Negotiable Instruments – Features – Distinguishing features of Cheque, Bill of exchange and Promissory Note – Holder and Holder in due course. Crossing and its types – Endorsements – Kinds of endorsements.

**TEXT BOOK:**

1. *Sundharam, K.P.M. and Varshney, P. N.* 2008. **Banking Theory, Law and Practice**. [Fifth Edition]. Sultan Chand & Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Vijayaraghavan Iyengar, G.* 2007. **Introduction to Banking.** [Second Edition]. Excel Books, New Delhi.
2. *Gordon, E. and Natarajan, K.* 2007. **Banking Theory, Law and Practice.** [Fifth Edition]. Himalaya Publishing House, New Delhi.
3. *Srikanta Ghosh, A.* 1991. **Indian banking: Crime and Security in Indian banks.** [Tenth Edition]. APH Publishing, New Delhi.

15UBAPR601	PROJECT & VIVA - VOCE	SEMESTER - VI
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**OBJECTIVE:**

The project work training would be helping the students to identify problems faced by organizations and through which they could learn what really is happening in organizations. They would be able relate what they have studied as theory in the class with that of practice taking place in an organization.

**Guidelines for Project work**

Each student shall have to undergo a practical training for a period of not less than 15 days during the vacation at the end of second year. Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the institute. The project report shall be assessed both internally (40 marks) and externally (60 marks). For external evaluation there will be a viva voce at the end of sixth semester. Such viva-voce shall be conducted by an external examiner.

1. Students should undertake projects in their area of specialization.
2. The project topic should be finalized in consultation with the internal project guide.
3. No two students should do their project on the same topic in the same organization.
4. The students should submit the progress report of their project work every fortnight to the internal guide failing which their project will not be approved.
5. The final copy along with the certificate of the company should be submitted to the institution.

15UBASBC601	SBC IV: EVENT MANAGEMENT	SEMESTER - VI
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Total Hours: 25

**OBJECTIVE:**

1. The students would be able to understand the basics of planning, conducting and managing the events in the organization.

**UNIT- I (5 Hours)**

Introduction to events – Definition, evolution, need and benefits –Types of events- event management & event marketing.

**UNIT- II (5 Hours)**

Event Designing – Stages – 5 Cs of events – Reach – Interaction – Direct and Indirect interaction – event as a marketing tool.

**UNIT- III (5 Hours)**

Key elements of events: Event infrastructure, Target audience, Clients, event organizers, venue, media.

**UNIT- IV (5 Hours)**

Event Market: Customers of event market – Segmentation, targeting, positioning and repositioning of events.

**UNIT- V (5 Hours)**

Stages of event management – Pre-event activities, during –event activities, post-event activities, evaluation of event performance-measuring performance and correcting deviations.

**TEXT BOOK:**

1. *Sanjaya Singh Gaur and Sanjay V Saggere-“ Event Marketing and Management”* [First Edition].Vikas Publications, New Delhi

**REFERENCE BOOKS:**

1. *Razaq Raj, Paul Walters & Tahir Rashid “Event management – Principles and Practice”* [First Edition].Sage Publications.
2. *Dr.Ashutosh Chaturvedi “Event management, a professional and developmental approach”* [ First Edition].Global India Publications Pvt Ltd., New Delhi.

15UBAN301	NMEC I : BUSINESS MANAGEMENT	SEMESTER - III
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**Total Hours: 25**

**OBJECTIVE:**

1. To make the students understand basic management principles and the evolution of different management approaches.

**CONTENTS**

**UNIT - I (5 Hours)**  
Definition of Management - Nature and Scope of Management - Functions of Management - Administration Vs. Management - Management: Science or Art.

**UNIT - II (5 Hours)**  
Planning: Meaning, Nature and Purpose - Steps in Planning - Types of Plans - objectives and policies- Decision making: Process of Decision making - Types of Decisions - Problems involved in Decision making.

**UNIT - III (5 Hours)**  
Organizing: Nature, Purpose and Process - Organization Chart - Organisation Structure - Types - Line, Functional, Line and Staff - Departmentation - Centralisation and De-Centralization - Delegation of Authority - Staffing - Nature and Purpose - Components of staffing.

**UNIT - IV (5 Hours)**  
Directing: Nature and Purpose - Leadership - Types of Leadership - Qualities of a good Leader - Motivation - Meaning, Definition and Process. Motivation theories (Maslow and Herzberg theories only). Communication - Process of Communication - Barriers.

**UNIT - V (5 Hours)**  
Co - ordination: Need - Principles - Approaches to achieve effective co - ordination - Controlling: Meaning - Elements and Significance - Steps in Control process.

**TEXT BOOK:**

1. Prasad, L. M. 2008. **Principles of Management**. [First Edition]. Sultan Chand & Sons, New Delhi.

**REFERENCE BOOKS:**

1. *Gupta, C.B.* 2003. **Business Organization and Management.** [First Edition]. Sultan Chand & Sons, New Delhi.
2. *Ramasamy, T.* 2008. **Principles of Management.** [Eighth Edition]. Macmillan India Ltd, New Delhi.
3. *Dinkar Pagare,* 2003. **Business Management.** [Second Edition]. Sultan Chand & Sons, New Delhi.

15UBAN401	NMEC II : MARKETING MANAGEMENT	SEMESTER - IV
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**Total Hours: 25**

**OBJECTIVE:**

1. The course aims to familiarize the students with the basic concepts involved in marketing.

**CONTENTS**

**UNIT - I (5 Hours)**

Marketing: Definition – Objectives – Importance – Modern concepts of marketing – Types of markets – Marketing manager – Duties and Responsibilities – An outline on the functions of marketing.

**UNIT - II (5 Hours)**

Marketing mix – Meaning – definition – Elements of marketing mix – Forces affecting marketing mix – Marketing system – Marketing Process. Product – Meaning – Definition – Product life cycle.

**UNIT - III (5 Hours)**

Market Segmentation – Definition – Importance – Requirements for successful segmentation – Basis of market segmentation – Elements of market segmentation.

**UNIT - IV (5 Hours)**

Consumer Behaviour – Meaning – Factors influencing consumer behavior – Buying Motives – Theories contributed by social sciences – Types of Buying Behaviour – Buying Decision Process.

**UNIT - V (5 Hours)**

Consumerism – Meaning – Scope – Conditions leading to consumerism – Consumerism in India – Consumer Guidance Society of India – Functions of the Society. Consumer Protection Act, 1986 – Scope – Consumer Protection Councils – Powers – Marketing Ethics.

**TEXT BOOK:**

1. *Pillai, R.S.N & Bagavathi, 2010. Marketing Management. [First Edition]. S.Chand & Company Ltd., New Delhi.*



**REFERENCE BOOKS:**

1. *Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, 2009. **Marketing Management.** [Thirteenth Edition]. Pearson Education, New Delhi.*
2. *Tapan, K. Panda, 2007. **Marketing Management.** [Second Edition]. Excel Books, New Delhi.*
3. *Ramaswamy, V.S. and Namakumary, S. 2004. **Handbook of Marketing Management.** [Third Edition]. Macmillan, New Delhi.*

15UBAD401	DIPLOMA COURSE: ADVERTISING MANAGEMENT	SEMESTER - III & IV
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**Total Hours: 90**

**OBJECTIVES:**

1. To enable the students to understand the various classifications and functions of advertising.
2. To enable the students to understand the economic and social effects of advertising and its markets.

**CONTENTS**

**UNIT - I (18 Hours)**

Introduction to Advertising: Advertising - Definition - Importance - Classification of advertisements - Functions of Advertising - Objectives - DAGMAR.

**UNIT - II (18 Hours)**

Economic Effects of Advertising: Explicit role of advertising - Indirect role of Advertising - Economic effects.

**UNIT - III (18 Hours)**

Social Effects of Advertising: Benefits of Advertising - Impact of Advertisements on children - Women in Advertising.

**UNIT - IV (18 Hours)**

Ethics in Advertising: Criticism of Advertising - Controversial effects of advertising - Puffery - Shock advertisements - Subliminal advertising - Regulatory bodies in India.

**UNIT - V (18 Hours)**

Advertising in Marketing Mix: Marketing concept - Marketing mix, promotion mix - Advertising as a tool for branding, product life cycle analysis and SWOT analysis.

**TEXT BOOK:**

1. *Sontakki, M.* 2008. **Advertising**. Himalaya Publishing House, New Delhi.

**REFERENCE BOOKS:**

1. *Belch and Belch, 2007. Advertising and Promotion.* Tata McGraw Hill, New Delhi.
2. *Sharma and Singh, 2006. Advertising Planning and Implementation.* Prentice Hall of India, New Delhi.
3. *Mahendra Mohan, 2006. Advertising Management – Concepts and Cases.* Tata McGraw Hill. New Delhi.

## GUIDELINES

### **1. SUBMISSION OF RECORD NOTE BOOKS AND PROJECT DISSERTATION:**

Candidates appearing for practical examinations and project viva-voce shall submit bonafide record note books/dissertation prescribed for practical/project viva-voce examinations, otherwise the candidates will not be permitted to appear for the practical/ project Viva-voce examinations.

### **2. PASSING MINIMUM AND INTERNAL MARK DISTRIBUTION (Theory, Practical and Project)**

#### **(i) A. THEORY**

The candidate shall be declared to have passed the examination, if the candidate secure not less than 40 marks put together out of 100 in the comprehensive examination in each Theory paper with a passing minimum of 30 marks in External out of 75.

#### **Internal Marks Distribution [CA- Total Marks: 25]**

Attendance	: 5 Marks
Assignment	: 5 Marks
Internal Examinations	: 15 Marks
<b>Total</b>	<b>: 25 Marks</b>

#### **B. (i) THEORY (If Internal Evaluation is for 100 Marks)**

The candidate shall be declared to have passed the Examination, if the candidates secure not less than 40 marks out of 100 in the Comprehensive Examination (Internal Evaluation only).

#### **Internal Marks Distribution [CA- Total Marks: 100]**

Attendance	: 10 Marks
Assignment	: 30 Marks (3 Assignments Compulsory)
Internal Examinations	: 60 Marks
<b>Total</b>	<b>: 100 Marks</b>

#### **(ii) PRACTICAL**

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 40 marks put together out of 100 in the Comprehensive Examination in each Practical paper with a passing minimum of 24 marks in External out of 60.

#### **Internal Marks Distribution [CA- Total Marks: 40]**

Experiment	: 10 Marks (10-12 Experiments)
Attendance	: 5 Marks

Record	: 5 Marks
Internal Examinations	: 20 Marks
<b>Total</b>	<b>: 40 Marks</b>

**Internal Marks Distribution [CA- Total Marks: 100]**

Experiment	: 20 Marks (10-12 Experiments)
Attendance	: 10 Marks
Record	: 10 Marks
Internal Examinations	: 60 Marks
<b>Total</b>	<b>: 100 Marks</b>

**(iii) PROJECT WORK /DISSERTATION**

- Students should undertake project in their area of specialization during the fifth and sixth semester. The project shall be assessed both internally (40marks) and externally (60marks).
- The project topic should be finalized in consultation with the internal project guide.
- No two students should do their project on the same topic in the same organization.
- The students should submit the progress report of their project work every fortnight to the internal guide failing which their project will not be approved.
- The Student has to attend three reviews before completing his/her Project. All the three reviews will be evaluated by internal resource person.
- The final copy along with the certificate of the company should be submitted to the institution.
- The candidate shall be declared to have passed the Examination, if the candidate secure not less than 40 marks put together out of 100 marks in the Comprehensive Examination in each Project with a passing minimum of 24 marks in External out of 60 marks.
- A candidate failing to secure the prescribed passing minimum in the dissertation shall be required to re-submit the dissertation with the necessary modifications.

**Internal Mark Distribution [CA - Total Marks: 40 Marks]**

1. Research work done	: 10 Marks
2. Attendance	: 10 Marks
3. Review	: 20 Marks (Three reviews)
<b>Total</b>	<b>: 40 Marks</b>

### External Mark Distribution

#### [Comprehensive Examination (CE) Total Marks: 60

Project report	: 30 Marks
Presentation	: 20 Marks
Viva-Voce	: 10 Marks
<b>Total</b>	<b>: 60 Marks</b>

#### iv) METHODOLOGY OF ASSESSMENT - CAREER COMPETENCY SKILLS On Line Objective Examination (Multiple Choice questions) - Semester III

- 100 questions-100 minutes
- Twenty questions from each UNIT.
- On line examination will be conducted at the end of the III Semester.

#### Viva-Voce – Semester IV

- A Student has to come in proper dress code and he/she should bring 2 copies of Resume for the Viva Voce.
- A student may be asked to:
  - Give Self Introduction
  - Submit the resume to the examiner(s) and answer the questions based on it.
  - Speak on any given topic for at least two minutes.
  - Give a presentation for 10 minutes on a topic of their choice.
  - Sit with other students in a Group for a Discussion.

### 3. QUESTION PAPER PATTERN AND MARK DISTRIBUTION THEORY

#### Question Paper Pattern and Mark Distribution (For 75 marks)

##### 1. PART - A (10 x 2 = 20 Marks)

Answer ALL questions

Two questions from each UNIT

##### 2. PART - B (5 x 5 = 25 Marks)

Answer ALL questions

One question from each UNIT with Internal Choice

##### 3. PART - C (3 x 10 = 30 Marks)

Answer ANY THREE questions

Open Choice – 3 out of 5 questions

One question from each UNIT

**Question Paper Pattern and Mark Distribution (For 100 marks)**

**1. PART - A (10 x 2 = 20 Marks)**

Answer ALL questions

Two questions from each UNIT

**2. PART - B (5 x 7 = 35 Marks)**

Answer ALL questions

One question from each UNIT with Internal Choice

**3. PART - C (3 x 15 = 45 Marks)**

Answer ANY THREE questions

Open Choice - 3 out of 5 questions

One question from each UNIT

**ALLIED SUBJECTS OFFERED TO OTHER DEPARTMENTS**

S.No	Subject Code	Semester	Subject	Department
1.	15UBATFA301 / 15UBACCA301	III	Allied III : Entrepreneurial Development	B.Sc.,TFD & B.Com(CA)
2.	15UBACCA401	IV	Allied IV : Human Resource Management	B.Com(CA)