



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE

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1.1.3 Average percentage of courses having focus on employability/ entrepreneurship/ skill development during the last five years (10)

The following focusing criteria are highlighted with different colours:

Skill - Green Colour 

Employability - Yellow Colour 

Entrepreneurship – Blue Colour 

SBA5101	MANAGEMENT CONCEPTS	L	T	P	Credits	Total Marks
		3	1	0	4	100

COURSE OBJECTIVE

- To provide a strong foundation of Managerial concepts and to offer them an understanding of behavior of people as individuals, as Group.

UNIT 1 INTRODUCTION**12 Hrs.**

Management: Definition - Evolution of Management Studies –Nature, Functions - Levels and role of management - Basic Principles and Process of Management - Management vs. Administration –Contribution of Taylor and Fayol to Management - Management styles -Qualities of good manager.

UNIT 2 PLANNING & ORGANISING**12 Hrs.**

Planning: Concept and purpose - Planning Process - Management by Objectives (MBO). Organising: Concept and purpose of organising - Types of organisation structures- Line, Line & Staff, Functional, Project,Matrix, Virtual Organisation structures. Bases of Departmentation. Centralisation and Decentralisation of Authority. Staffing. Coordination.

UNIT 3 DIRECTING & CONTROLLING**12 Hrs.**

Directing: Characteristics - Importance and Techniques of directing. Leadership: Theories - Styles.

Communication: Process of Communication - Types – Barriers. Motivation: Theories of Motivation - Designing Motivating jobs - Techniques for motivation. Controlling: Importance of control - Essentials of control system - Process of control. Management By exception (MBE)

UNIT 4 INDIVIDUAL BEHAVIOUR**12 Hrs.**

Organisational Behaviour: Introduction - Evolution of OB - Significance of the subject to the organization and to the manager. Difference in approach between Scientific Management and OB - Values and Attitudes. **Managing Individual Behaviour: Personality: Theories - Determinants. Perception – Factors influencing perception - Process.** Learning: Theories of learning. Job Satisfaction – Components – Significance - Influencing Factors. Stress Management – Causes and Coping Strategies.

UNIT 5 GROUP BEHAVIOUR 12 Hrs.

The Group: Need, Types. Group Dynamics – Group Behaviour and Group Decision Making – Techniques

– Inter Group Relationships, Group Cohesiveness. Organisational Conflict – Causes, Types and Management of Conflict. Power and Politics. Organisational Change – Need –Planned change process – Advantages and Disadvantages. Casestudy.

TEXT / REFERENCE BOOKS

- Gupta C.B, Management Theory and Practice, 14th Edition, Sultan Chand & Sons, 2009.
- Harold Koontz, Principles of Management, 1st Edition, Tata McGraw Hill, 2004.
- Khanka.S.S, Organisational Behaviour, 6th Edition, S. Chand & Co, 2010.

COURSE OUTCOMES

- CO1 - Apply general management principles in various business fields.
 CO2 - Allocate the resources for organisational initiatives as per plans
 CO3 - Implement Directing and controlling techniques to ensure that critical tasks are implemented and completed .
 CO4 - Assess Individual behaviour in the work environment.
 CO5 - Analyse group behaviour to establish productive relationships.
 CO6 - Develop processes essential for effective general management.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

MBA REGULAR**1****REGULATIONS 2015**

SBA5102	FINANCIAL AND MANAGEMENT ACCOUNTING	L	T	P	Credits	Total Marks
		3	1	0	4	100

COURSE OBJECTIVE

- To impart to students the skill required for Financial and Management Accounting and Financial Analysis.

UNIT 1 INTRODUCTION**12 Hrs.**

Management Accounting - Meaning and purpose. Financial accounting - Preparation of Trading Account, Profit and loss account and Balance Sheet - Limitations of Financial Statements.

UNIT 2 RATIO**12 Hrs.**

Ratio analysis - Uses and Limitations - Inter - firm and Intra - firm comparison.

UNIT 3 BUDGETORY CONTROL**12 Hrs.**

Budgetary control - Nature and Objectives of budgetary control - Limitations; types of budgets- sales budget, production budget, cash budget, Fixed and flexible budgets; Zero Base budgeting.

UNIT 4 MARGINAL COSTING AND CAPITAL BUDGETING**12 Hrs.**

Marginal costing - Cost volume profit analysis - Break even point, Direct costing Vs Absorption costing. Capital budgeting decisions, methods of evaluating long term investments -Payback period, Accounting Rate of Return, NPV, IRR and Profitability Index.

UNIT 5 FUND FLOW AND CASH FLOW**12 Hrs.**

Fund Flow statement- Meaning – flow of fund - Schedule of changes in working capital- computation of fund from operation – preparation of fund flow statement.. Cash Flow statement- meaning – difference between cash flow and fund flow statement- computation of cash trading profit, cash from operation- preparation of cash flow statement.. x Application Oriented problem is Mandatory

TEXT / REFERENCE BOOKS

- Dr. Maheswari.S.N, Management Accounting, 5th Edition, Sultan Chand & Sons,2007.
- Khan.M.Y. and Jain.P.K, Management Accounting, 4th Edition,Tata McGraw Hill, 2006.
- Pandey.I.M., Management Accounting, 3rd Edition, Vikas Publications, 2009.
- Reddy.T.S. & Hari Prasad Reddy, Financial and Management Accounting, 3rd Edition, Margham Publication, 2003

COURSE OUTCOMES

- CO1 - Evaluate financial statements to ascertain profitability and solvency of the firm.
 CO2 - Analyse the financial performance of the company through ratios.
 CO3 - Develop suitable budgets
 CO4 - Implement marginal costing and capital budgeting techniques for organisational decision making.
 CO5 - Prepare cash flow and funds flow statements for financial planning.
 CO6 - Apply accounting information to evaluate the financial decisions of the organisation.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

- PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks
 PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks
 PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5103	MANAGERIAL ECONOMICS	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the Macro Economic phenomena within which the enterprise of the entrepreneur has to survive and prosper.

UNIT 1 INTRODUCTION AND DEMAND**9 Hrs.**

Economics : Meaning, Micro and Macro Economic concept; Managerial Economics, meaning and scope. Demand analysis, Demand determinants, Types of demand; Elasticity of demand, Methods of calculating elasticity of demand. Demand forecasting - Estimating methods of new as well as existing products.

UNIT 2 SUPPLY AND COST**9 Hrs.**

Supply : Concept of Supply, Law of Supply, Elasticity of supply. Meaning of Cost, Cost Control - Fixed and variable cost, Sunk cost and Incremental cost, Implicit cost and Explicit cost, Shut down costs. Cost output relationship. Short run and Long run cost.

UNIT 3 MARKETS**9 Hrs.**

Markets - classification of markets geographical basis, time basis classification and situation basis - perfect competition, monopoly, discriminating monopoly, monopolistic, oligopoly and duopoly markets.

UNIT 4 PRODUCTION AND PRICING**9 Hrs.**

Production, Concept of Production, Production Theories - Law of Diminishing Returns, Law of Returns to Scale, Iso-Cost and ISO-Quant Curves; Efficiency of the Firm. Pricing - Objectives – Pricing Strategies

UNIT 5 NATIONAL INCOME**9 Hrs.**

National Income: Meaning, Concepts, Measurement techniques, difficulties in measuring National Income, Consumption function and Investment function. Introduction to the concepts of Multiplier & Accelerator, Business cycle, Inflation, Balance of Payments . Fiscal and Current Account deficit and its implication to Indian Economy. Case study.

TEXT / REFERENCE BOOKS

- Dr.Varshney.R.L. & Dr.Maheswari.K.L., Managerial Economics, 19th Edition, Sultan Chand & Sons, 2009.
- Sankaran S, Managerial Economics, 4th Edition, Margham Publication, 2009.
- Gupta.G, Managerial Economics, 1st Edition, Tata Mcgraw Hill, 2004.
- Dr.Mehta.P.L., Managerial Economics, 14th Edition, Sultan Chand & Sons, 2009.
- Joel Dean, Managerial Economics, 1st Edition, Prentice Hall India, 2009.

COURSE OUTCOMES

- CO1 - Apply economic theories in rational allocation of resources.
 CO2 - Determine various types of cost involved in the production
 CO3 - Evaluate the competitive environment in which the firm operates.
 CO4 - Analyze the relationship between cost and price for effective decision making.
 CO5 - Identify potential market opportunities based on macro economic indicators.
 CO6 - Allocate optimal resources to meet organisational objectives efficiently.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max.Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5104	LEGAL SYSTEMS IN BUSINESS	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To enable students to understand the intricacies of commercial law that impact business.

UNIT 1 THE COMPANIES ACT 2013**12 Hrs.**

The Companies Act 2013: Types of Companies, Procedure for formation, Promoters. Distinction between Company and Partnership, Concept of Corporate veil, Doctrine of Constructive Notice and Indoor Management, Inclusion of CSR act, implications, CSR Audit, Provisions of Company law relating to Managerial Personnel-Remuneration, Appointment & Removal, Powers and Obligations. Oppression and Mismanagement. Winding up of Company.

UNIT 2 THE INDIAN CONTRACT ACT 1872**12 Hrs.**

The Indian Contract Act 1872 : Classification of Contracts, Essentials of a contract- Offer, Acceptance, Consideration, Capacity to contract, Free Consent, Performance, Discharge of Contracts, Remedies for Breach of Contract.

UNIT 3 SALE OF GOODS ACT 1930 & THE NEGOTIABLE INSTRUMENTS ACT 1881**12 Hrs.**

Sale of Goods Act 1930: Contract of sale, Difference between Sale and Agreement to sell, Conditions and Warranties. Transfer of Property. Performance of the Contract-Rights of an Unpaid Seller, The Negotiable Instruments Act 1881 : Features of Negotiable Instruments, Promissory Note, Bill of Exchange, Cheque, Liabilities of Parties, Holder in Due course - Privileges , Dishonour Procedures, Bankers duties /powers, Discharge of Negotiable instruments, Endorsements- Electronic instrument to effect the payment and funds transfer mechanism)

UNIT 4 COMPETITION ACT, 2002**12 Hrs.**

The Competition Act 2002: Prohibition of Certain Agreements, Abuse of Dominant Position and Regulation of combinations-Competitive Commission of India-Duties/Powers and functions of Commission, Penalties-Finance Accounts and Audit-Miscellaneous Right To Information Act 2005. Intellectual Property Rights. Introduction, Meaning, Definition, Nature, Importance, Types – Features, Copyright, Trade Marks, Patents, Designs.

UNIT 5 INTRODUCTION TO VAT**12 Hrs.**

Introduction to VAT: The Information Technology Act 2000; Consumer Protection Act 1986-Formation, Law relating to Environment Act 1986, Law of Insurance, The Shops and Establishments Act.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Akhilshwar Pathak, Legal Aspects of Business, 4th Edition, Tata Mcgraw Hill, 2009.
- Kapoor.N.D, Elements of Mercantile Law, 29th Edition, Sultan Chand &Co., 2008.
- Kuchal, Business Law, 3rd Edition, Vikas Publications, 2009.
- Saravanel.P & Sumathi, Legal Systems in Business, 9th Edition, Himalaya Publishing House, 2009.

COURSE OUTCOMES

- CO1 - Understand statutory provisions of Companies Act
- CO2 - Determine various types of cost involved in the production
- CO3 - Identify suitable negotiable instruments for business transactions
- CO4 - Incorporate regulations of competitions Act in global business context
- CO5 - Investigate the provisions of mandatory Acts for business
- CO6 - Incorporate regulatory compliance requirements in business

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

.PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5105	ENTREPRENEURIAL DEVELOPMENT	L	T	P	Credits	Total Marks
		3	1	.	3	100

COURSE OBJECTIVE

- To kindle the spirit of entrepreneurship in students and to provide the necessary knowledge on securing capital, formation of an organization, availability of Institutional support and avenues available for developing entrepreneurship skills.

UNIT 1 ENTREPRENEUR

9 Hrs.

Entrepreneur – Evolution of Concept of Entrepreneurs, Definition, Characteristics and Functions of

Entrepreneur, Distinction between Entrepreneur Vs Manager and Vs Intrapreneur, Different Types of Entrepreneurs, Entrepreneurial Culture - Meaning, Stages, Barriers, Socio-Economic Origin, Structure.

UNIT 2 ENTREPRENEURSHIP

9 Hrs.

Entrepreneurship – The Concept, Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development. Factors affecting Entrepreneurial Growth – Economic Factors, Non-Economic Factors, Entrepreneurial Motivation – Meaning, Motivational Theories, Motivating Factors and Achievement Motivation.

UNIT 3 ENTREPRENEURSHIP DEVELOPMENT PROGRAM

9 Hrs.

Entrepreneurship Development Program – Need of EDP, Evolution, Objectives, Course Content, Support System, Monitoring and Follow-Up, Phases of EDP – Pre and Post training, Entrepreneurship Development Program in India, Selection of Entrepreneurs, Program by Commercial Banks, Government Support, Developmental Banks, Entrepreneurship Development Institute, Micro Small and Medium Enterprises – Development Institute, and NABARD.

UNIT 4 OWNERSHIP AND FINANCIAL ANALYSIS

9 Hrs.

Forms of Business – Sole Proprietor, Partnership, Joint Stock Company. Selection of Appropriate Form. Financing- Need, Sources of Finance, Capital Structure, Ratio Analysis, Term loan, Venture capital, Export Finance, Break Even Analysis, Social Cost-Analysis, Budget and planning Resources,

UNIT 5 INSTITUTION AND LEGAL ASPECTS

9 Hrs.

Institutions – Industrial Development Bank of India, IFCI, ICICI Bank, State Finance Corporations – NSIC, SISI, District Industrial Centers, etc. Government schemes for Entrepreneurs, Women Entrepreneurs and Rural Entrepreneurs. Introduction to Intellectual Property Rights, Patents, Trade marks, Copy rights, Trade secrets, Licensing and Franchising. Angel Investors and Venture capital Funding in India. Case studies.

TEXT / REFERENCE BOOKS

- Khanka.S.S, Entrepreneurial Development, S.Chand & Company Ltd, New Delhi, 2006.
- Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2002.
- Raj Shankar, Entrepreneurship Theory and Practices, Vijay Nicole Imprints Private Ltd, Chennai, 2012.
- Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publications House, New Delhi, 2006.

COURSE OUTCOMES

- CO1 - Identify skills and competencies for being entrepreneurial managers.
- CO2 - Evaluate the factors influencing entrepreneurial growth.
- CO3 - Appraise the role of EDP to build entrepreneur's ability to create value
- CO4 - Create and organise a sustainable business venture
- CO5 - Choose appropriate funding sources and schemes for financing.
- CO6 - Develop a business idea into a sustainable business enterprise.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5106	PRODUCTION AND MATERIALS MANAGEMENT	L	T	P	Credits	Total Marks
		3	0	0	3	100

COURSE OBJECTIVE

- To familiarize students to understand concepts and techniques of managing production planning & control and Materials.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to production and production management. Production design: Product design – process planning. Capacity planning. Production planning and control- Elements ,objectives, stages, requirements, measurement of effectiveness of PPC

UNIT 2 PLANT LOCATION AND LAYOUT**9 Hrs.**

Plant location: factors to be considered- Problems and solutions. Plant layout: Principles and criteria of plant layout-Types of layout. Materials handling equipments. Human factors in job design: Special qualities of human beings, man- machine systems. Ergonomics-Work environment and workers safety.

UNIT 3 MAINTENANCE**9 Hrs.**

Maintenance: Types of maintenance, Procedure for maintenance, Quality control: Purpose of inspection and quality control –Techniques of quality control – Control charts and acceptance Sampling – problems related to control charts.

UNIT 4 PRODUCTIVITY IMPROVEMENT TECHNIQUES**9 Hrs.**

Work study: Method Study, Time Study-objective, tools and procedure. Modern trends in Production and Materials Management- JIT ,Lean Production Systems - KANBAN . Theory of Constraints

UNIT 5 MATERIALS MANAGEMENT**9 Hrs.**

Inventory Management-Definition, types, advantages, Material Requirement Planning. Stores Management - objectives and functions. Purchase functions and procedures. Make or Buy decisions with problem and solution. vendor management- Selection of Vendors and evaluation of Vendors, Value analysis.

- Case Study is Mandatory

TEXT / REFERENCE BOOKS

- 1 Aswathappa K and Shridhar Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2010
- 2 Goel B.S, Production and Operations Management, 2nd Edition, Pramod Prakashan Publication,2006.
3. Chary. S, Production and Operations Management, 4th Edition, Tata McGraw Hill, 2009.
4. Panneer Selvam, Production and Operations Management, 2nd Edition, Prentice Hall Inc, 2010.

COURSE OUTCOMES

- CO1 - Apply the concepts of production management for decision making
 CO2 - Design plant layout for cross functional processes
 CO3 - Analyse maintenance and quality control techniques to ensure efficiency in operations
 CO4 - Practice productivity improvement techniques to ensure value creation for the organisation
 CO5 - Implement inventory control techniques for optimization
 CO6 - Develop competitive operation strategies for business processes

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5108	MARKETING MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the basic concepts of marketing and its functions.

UNIT 1 INTRODUCTION**9 Hrs.**

Marketing - meaning, concepts of marketing - Evolution of marketing management. Marketing management process. Marketing mix. Analysis of micro and macro environment. PEST Analysis, Marketing Potential, Market Shares, New Trends in Marketing

UNIT 2 MARKETING RESEARCH & BUYER BEHAVIOUR**9 Hrs.**

Marketing Research - meaning, process. Market planning, Market segmentation, Targeting and Positioning - competitive marketing strategies. Buyer behaviour-factors influencing buyer behaviour - buyer decision making process.

UNIT 3 PRODUCT AND PRICING**9 Hrs.**

Product policies - Consumer and Industrial product decisions, Branding, Packaging and Labelling - New product development and Product life cycle. Pricing - objectives, methods.

UNIT 5 PROMOTION**9 Hrs.**

Promotion - Advertising, meaning, process, budgets and advertising agencies Ad Copy; Sales promotion activities and Personal selling, Direct Marketing and Online marketing.

UNIT 5 SALES FORCE AND DISTRIBUTION CHANNEL**9 Hrs.**

Sales force decisions: Selection, Training, Compensation and control Distribution-Types of channels, channel decisions, retailing and wholesaling. Consumer protection - Awareness of consumer rights in the market place. x *Case study is Mandatory

TEXT / REFERENCE BOOKS

- Philip Kotler, Principles of Marketing Management, 12th Edition, Pearson Publications, 2009.
- Sherlekar S.A, Marketing Management, 14th Edition, Himalaya Publications House, 2008.
- William J Stanton, Fundamentals of Marketing Management, 10th Edition, Tata McGraw Hill, 2004.
- Ramaswamy & Namkumari, Marketing Management, 3rd Edition, McMillan Publications, 2009.
- Rajan Saxena, Marketing Management, 3rd Edition, Tata McGraw Hill, 2008.

COURSE OUTCOMES

- CO1 - Classify the concepts and theories of marketing
 CO2 - Analytically identify and select markets focusing on available opportunities.
 CO3 - Assess the elements of marketing mix.
 CO4 - Analyse promotional techniques to create value for customers.
 CO5 - Create proper salesforce structure to effectively manage the sales force
 CO6 - Design novel marketing methods for different business sectors

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5201	RESEARCH METHODOLOGY & TECHNIQUES	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To enable students to understand the methodology of carrying out research and to impart skills of analyzing data using statistical tools and writing research report.

UNIT 1 INTRODUCTION**12 Hrs.**

Research methodology : Definition and significance, Types of Research- Errors in Research- Ethical issues of research- Relevance of Research for decision making in various functional areas of Management Research.

UNIT 2 RESEARCH PROCESS**12 Hrs.**

Research Process : Research Problem identification- sources of research problem - Process of identification-criteria for selection- review of literature-Formulation of Hypothesis- role and characteristics of Hypothesis-Research design- Issues and contents- types.

UNIT 3 SAMPLING AND DATA**12 Hrs.**

Sampling: Characteristics- Methods- Advantages and limitations -Sample size determination- Sampling errors-Sources and Methods of Collection of data- Scaling Techniques-Processing and Analyzing of Data-Editing, Coding and Classification of Data- Transcription of Data Tabulation- Guidelines- Types of Tables, Charts and diagrams- Computer Packages for data- SPSS/ STA/STATISTICAL LAB

UNIT 4 DATA ANALYSIS**12 Hrs.**

Hypothesis Testing –Testing of Hypotheses concerning means (one mean and difference between two means – one tailed and two tailed tests), Chi-Square test ANOVA, F-Test. Introduction to Factor Analysis and Cluster Analysis, Multiple Regression and Correlation, T-test and Z test.

UNIT 5 REPORT WRITING**12 Hrs.**

Report writing – types of report-steps in report writing- Principles of Thesis writing- structure or reports-Recording the findings of research – publication- Academics cheating and plagiarism.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Donald R. Cooper and Pamela S. Schindler, business Research Methods, 9th edition, Tata Mcgraw Hill, 2006.
- William G.Zikmund, Business Research Methods, 7th Edition, Tata Mc Graw Hill, 2009.
- Dr.Tripathi, P.C, Research Methodology, 1st Edition, Prentice Hall Inc., 2009.
- Garg, B.L.Karadia, R.Agarwal, & F.Agarwal, U.K 2002. An introduction to research methodology , RBSA Publishers
- Kothari, K.C., Research Methodology, 2nd Edition, New Age Publication, 2009.

COURSE OUTCOMES

- CO1 - Formulate Research Design to address specific research questions
- CO2 - Identify appropriate measurement and scaling techniques for data collection
- CO3 - Design Sampling framework to determine representative samples
- CO4 - Analyse data to infer results
- CO5 - Prepare a research report to communicate the research outcomes
- CO6 - Conduct research in an ethical manner to aid decision making

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5202	APPLIED OPERATIONS RESEARCH	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To provide a foundation in Operational Research tools & Techniques as applied in improving operational efficiency of a business organization.

UNIT 1 INTRODUCTION AND LPP**12 Hrs.**

Concept of Operations Research - Meaning and Models in OR - Utilization of OR Models for Managerial Decision Making. Linear Programming Problems(LPP) - Formulation, Graphical Method and Simplex Method of Solving LPP.

UNIT 2 TRANSPORTATION**12 Hrs.**

Transportation Problems - Initial Solution by North West Corner Method, Least Cost Method and VAM Method; MODI Method of Deriving Optimum Solution. Assignment Problems-Hungarian Method of Solving Minimization and Maximization Problems – Restricted Assignment problems – Travelling Salesman Problem.

UNIT-3 NET WORK ANALYSIS**12 Hrs.**

Network Analysis - CPM - Network Diagram Construction, Identification of Critical Path, Calculation of Floats. PERT- Calculation of Estimated Time, Standard Deviation and Probability. Sequencing - Sequencing of 'N' Number of Jobs on Two, Three, Four and N Machines.

UNIT 4 REPLACEMENT AND GAME THEORY**12 Hrs.**

Replacement Problems - Replacement of Assets that Deteriorates with Time and without Time Value of Money Consideration; Replacement of Assets that Fail Suddenly. Theory of Games - Pure and Mixed Strategies - Saddle Point, Dominance Property, Modified Dominance property and Graphical Method of Solving Games.

UNIT 5 INVENTORY MODELS**12 Hrs.**

Inventory Models - ABC Analysis, Costs Involved in Inventory Management - EOQ Calculation, Deterministic Demand Inventory Models, Probabilistic Demand Inventory Models, Quantity Discount Models. Waiting Line Models - Features of a Waiting Line Model - Kendall Notations - M/M/1; M/M/C; FIFO/N/N Models only.

TEXT / REFERENCE BOOKS

- 1 Hamdy Taha, Operations Research, 8th Edition, Pearson Education, 2009.
2. Sharma J.K, Operations Research, 3rd Edition, Macmillan Business Books, 2009.
3. Sundaresan V, Ganapathy K.S, Ganesan K, Resource Management Technique- Lakshmi Publications, 2003.
4. Dr. Kantiswaroop, Dr Gupta P.K, Dr Man Mohan, Operations Research, 14th Edition, Sultan Chand & Sons, 2008.
5. Dr. Kalavathy. S, Operations Research, 2nd Edition, Vikas Publications, 2009.

COURSE OUTCOMES

- CO1 - Develop mathematical models to simulate real life problems
- CO2 - Solve specialized linear programming problems for business
- CO3 - Apply Network Analysis to solve the problems of scheduling and sequencing
- CO4 - Choose optimum strategy using Game theory
- CO5 - Analyse Inventory and Waiting line models to optimize the system.
- CO6 - Solve Business problems using appropriate optimization techniques

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5203	BUSINESS POLICY & STRATEGIC MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the environment of business, techniques for formulation and implementation of Business policy and strategy.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction: Nature, Special Characteristics and Scope, History and Evolution, Mission & Goals, Objective Setting, Policies –Types and Classifications, Significance.

UNIT 2 BUSINESS AND SOCIETY**9 Hrs.**

Business and Society: Business as a Sub system of Society, Social Responsibility, Social Audit, Business Ethics, Social Responsibility of Indian Businessman.

UNIT 3 BUSINESS AND ENVIRONMENT**9 Hrs.**

Business and Environment: Scanning Business Environment, Internal Appraisal or Organizational Appraisal, Techniques for Scanning External Environment- Sources of Data, Impact of International Environment on business.

UNIT 4 FORMULATION OF STRATEGY**9 Hrs.**

Formulation of Strategy: Different Approaches to Strategy Formulation – Intuitive Approach etc., Grand Strategy Alternatives –Stability, Growth, Retrenchment etc., - External Growth Strategies. Other Strategic Issues: Managing Technology and Innovation Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-case study

UNIT 5 EVALUATION/CHOICE OF STRATEGY**9 Hrs.**

Evaluation / Choice of Strategy: Techniques of Evaluation – Subjective and Objective Techniques – Implementation –Special Considerations in Implementing Policy, MBO,MBE, McKinsey's Model , A Brief Discussion on Functional Policies – Production, Finance, HRM and Marketing. Case study.

TEXT / REFERENCE BOOKS

1. Azhar Kazmi, Business Policy & Strategic Management, 3rd Edition, Tata McGraw Hill, 2012.
2. Ghosh P.K., Strategic Planning & Management, 11th Edition, Sultan Chand & Sons, 2012
3. Mammoria,& Rao, Business Planning & Policy, 8th Edition, Himalaya Publishing House,2013.
4. Francis Cherunilam, Business Policy & Strategy, 3rd Edition, Himalaya Publishing House, 2010.
5. Dr Subba Rao, Business Policy Management, 9th Edition, Himalaya Publishing House, 2012

COURSE OUTCOMES

- CO1 - Asses strategic intent to formulate strategies
- CO2 - Analyse environmental factors influencing opportunities and risk in the Industry
- CO3 - Devise strategies to sustain competitive advantage
- CO4 - Develop action plans to implement strategies
- CO5 - Evaluate strategies for business sustainability
- CO6 - Generate operational decisions for executing strategies

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5204	INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	Credits	Total Marks
		3	1	.	4	100

COURSE OBJECTIVE

- To provide an understanding of the process of International Business Management, Institutions involved and Export procedures.

UNIT 1 INTRODUCTION**12 Hrs.**

International Marketing – Meaning and Scope –International Marketing vs. Domestic Marketing – Motivation to export-special difficulties in International Marketing- Features of Globalization-Pros & Cons. Protection Vs liberalization of global business

UNIT 2 MARKET SELECTION & ENTRY DECISION**12 Hrs.**

Market Selection & Entry Decision-Overseas Marketing Research-Competitive Intelligence -International trade policies, tariffs, subsidies and Quotas-Joint Venture and new product exploration.

UNIT 3 INTERNATIONAL ECONOMIC ENVIRONMENT**12 Hrs.**

International Economic Environment: IMF, GATT, WTO- Institutional infrastructure for export promotion in India. organisation and structure of export and import houses. EXIM Bank –ECGC-Export Finance and Export Promotion Measures. Counter Trade-World Trade in services .

UNIT 4 PROCEDURES**12 Hrs.**

Procedure for execution of export order -Export of Goods-Export by Air and Sea Export documents – Marine Insurance-Principles-Coverage of Risk - Settlement of Claims.

UNIT 5 TERMS OF PAYMENT**12 Hrs.**

Terms of payment & Letter of credit –Types, process, advantages-overview of EXIM policy. Foreign Exchange: Exchange rate determination-Exchange rate system-Advantages & Disadvantages. UKUY and DEPB incentive schemes. Case study.

TEXT / REFERENCE BOOKS

- Francis Cherunilam, International Business Environment, 3rd Edition, Himalaya Publications, 2010.
- Dr Subba Rao. P, International Business, 2nd Edition, Himalaya Publications, 2010.
- Dr Varshney.R.L & Bhattacharya. B, International Marketing Management, 22nd Edition, Sultan Chand & Sons, 2009.
- Warren J Keegan, Global Marketing Management, 7th Edition, Pearson Education, 2009.
- Chandran. R, International Business, 2nd Edition, Jaico Publishers, 2009.

COURSE OUTCOMES

- CO1 - Apply the theories of global trade and investments in business.
 CO2 - Analyse business operations in the international context
 CO3 - Interpret international economic environment in which organisations function
 CO4 - Practice the procedures in execution of a export order
 CO5 - Evaluate global payments and financing sources and schemes
 CO6 - Design Strategies to gain competitive edge in global market

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5602	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to understand the nuances of stock market operations and to learn the techniques of deciding on investment in a portfolio of securities.

UNIT 1**9 Hrs.**

Meaning of Investment - Difference between Speculation and Investment; Investment alternatives. Security: Risk and return calculations -Types of risks - Valuation of Securities, Zero Growth Model, Constant Growth Model, Two & Three Growth Model.

UNIT 2**9 Hrs.**

Financial Market - Primary Market, Secondary Market, Debt market Stock Exchanges: Meaning – Features – Functions – SEBI –Rights, Powers – Functions – NSE – BSE

UNIT 3**9 Hrs.**

Security analysis - Fundamental analysis – Technical analysis – Tools & Charting techniques – Efficient Market Hypothesis

UNIT 4**9 Hrs.**

Portfolio Management - Introduction & process - Traditional / Modern portfolio - Return & risk calculation: Portfolio risk & return of two and three security portfolios - Covariance - Correlation coefficient of portfolio.

UNIT 5**9 Hrs.**

Markowitz portfolio model - Utility curves in portfolio selection - Capital asset pricing model - Capital market line & Security market line - Portfolio performance- Sharpe's, Treynor's and Jensen's index - Portfolio revision. *Case study is mandatory

TEXT / REFERENCE BOOKS

- Bhalla.V.K.(2008), Investment Management, 4th Edition Sultan Chand & co.
- Punithavathi Pandian, Security Analysis & Portfolio Management, 2nd, Vikas Publications, 2009. 3
- A vadhani, Security Analysis & Portfolio Management, 9th Edition, Himalaya Publications, 2009. 4.
- Prasanna Chandra, Investment & Portfolio Management, 2nd Edition, Tata McGraw Hill, 2005.

COURSE OUTCOMES

- CO1 - Identify the investment avenues in the capital market.
- CO2 - Evaluate securities for investment decisions in financial market
- CO3 - Apply fundamental and technical analysis on stock market
- CO4 - Analyse Portfolio models based on risk and returns
- CO5 - Assess the portfolio performance and revise portfolio to maximise returns
- CO6 - Build efficient investment portfolio to maximize returns.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5603	ADVANCED FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of the advanced concepts and techniques of Managing Capital.

UNIT 1**9 Hrs.**

Risk Analysis in Investment Decision – RAD Approach , CE Approach , Probability Distribution Approach – Decision Tree Approach, Sensitivity Analysis and Simulation Analysis.

UNIT 2**9 Hrs.**

Dividend Models- Walter Model, Gordon Model, M.M. Irrelevance Approach. Factors Affecting Dividend. Practical Aspects of Dividend Policies.

UNIT 3**9 Hrs.**

Leasing – Types- Valuation of Lease .Differences between Lease and Hire Purchase. Mutual Funds – Types - Legal Aspects - Advantages. Recent Developments in Factoring and Procedures, Types. Forfeiting.

UNIT 4**9 Hrs.**

Corporate Restructuring – Mergers and Acquisitions – Types – Legal Procedure – Financial Evaluation of Merger. Take Over – Types, Takeover Code. Joint Ventures- Characteristics , Forms. Inflation in Financial Decisions- Inflation and Value of the firm – Inflation and Capital Budgeting Decisions – Inflation and Financial Markets.

UNIT 5**9 Hrs.**

Venture Capital – Characteristics, Stages, Institutions. Capital Market-Structure, Players in the Market – SEBI Guidelines- Recent Trends in Capital Market. New Issue Market- Definition, Functions, Private Placement, Rights Issue, Money Market.

- Application oriented problem/case studies is Mandatory.

TEXT / REFERENCE BOOKS

- Prasanna Chandra, Fundamentals of Financial Management, 4th Edition. Tata McGraw Hill, 2005.
- Khan & Jain, Financial Management Text, Problems & Cases, 4th Edition, Tata McGraw Hill, 2004.
- Pandey.I.M, Financial Management, 9th Edition, Vikas Publications, 2009.
- Balla.V.K, Financial Management and Policy, 5th Edition, Anmol Publications, 2009.

COURSE OUTCOMES

- CO1 - Incorporate risk in investment decisions.
- CO2 - Analyse the corporate dividend decision and its influence on value of the firm.
- CO3 - Evaluate the financial decisions of the firm
- CO4 - Examine regulatory and financial aspects of mergers and acquisitions
- CO5 - Identify various alternatives for financing and investing in financial markets
- CO6 - Analyse the financial implications of major business strategies

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5604	RISK & DERIVATIVES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to understand the nuances of derivatives and techniques of operating in derivatives.

UNIT I**9 Hrs.**

Risk: – Definition - Perils and Hazards, Classification of Hazards - Risk and Uncertainty, Certainty and Safety, Risk vs. Safety, The degree of Risk Causes: - Types of Risk - Risk in Development of Science and Technology - Nature and scope of Risk Management: - Definition - Features – Importance –Objectives - Pros and cons - Process and Principles.

UNIT 2**9 Hrs.**

Classification of Risk - Risk Management - causes, Principles of Management of Operational Risk. Credit Risk Management:- Causes, Objectives and Dimensions, Principles, Requisites of Efficient Risk Management on Capital, Agency Ratings, Modeling Credit Risk, Elements of Credit Risk, Default Risk, Structural Models, Threshold Models, Mixture Models, Monte Carlo Models, Dynamic Credit Risk Modeling.

UNIT 3**9 Hrs.**

Regulatory, Compliance & Contemporary Issues: Basel I – Evolution, Important features, Criticism. Basel II – Evolution, Three Pillars, First Pillar (Minimum Capital Requirement), Second Pillar (Supervisory Review) Third Pillar (Market Discipline). Revisions to the Basel II market risk framework (July 2009) and Thinking beyond Basel III, RBI Prudential Guidelines on Capital Adequacy and Market Discipline.

UNIT 4**9 Hrs.**

Financial Derivatives: Types - Options – Pay Offs from Option Contracts, Product series/Contract Specification for option contracts, Open Interest, Square-up and Valuation of Option. Futures - Product series/Contract Specification for futures transaction, Features of Futures transaction, Margin Deposit, Pay Offs from Futures Contracts and Valuation of Futures. Forward transaction – Features, Difference and similarity between Futures, Option and Forwards – Swap and types- .Index based Derivatives – Index Futures, Index Option.

UNIT 5**9 Hrs.**

Risk associated with Investment – Hedging:- Badla Transaction/Carry Forward of Transaction, Strategy of Diversification of Portfolio, Strategy of Negative Co-relation, Strategy of Active Portfolio Management, Strategy of Realignment of Portfolio. Hedging/Risk Management through Derivatives: Short Hedge, Long Hedge, Protective Put Strategy, Covered Call Strategy. Hedging Strategy for Portfolio, Delta Hedging. x *

Case study – Mandatory

TEXT / REFERENCE BOOKS

- John C. Hull , Options, futures and Other Derivatives, 7th Edition, Pearson Education, 2010.
- Dhanesh Kumar Khatri, Derivatives and Risk Management, 1st edition, Macmillan India, 2012
- George E. Rejda , Principles of Risk Management and Insurance, 8th edition, Prentice Hall, 2010
- P.Periasamy and M.Veeraselvam , Risk and Insurance Management, 1st edition , Tata Mcgraw Hill Publishing Co Ltd, 2013

COURSE OUTCOMES

- CO1 - Understanding risk and its impact in different businesses.
- CO2 - Analyze credit risk management using various models for effective decision making.
- CO3 - Assess minimum capital requirement based on BASEL norms.
- CO4 - Analyze various derivative instruments to maximize profits for investors
- CO5 - Design hedging strategies for risk associated investments.
- CO6 - Develop efficient risk management tools using derivatives

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5605	MERCHANT BANKING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of the concepts and techniques of delivering the merchant banking services.

UNIT 1**9 Hrs.**

Overview of Indian financial system - Financial Services - Meaning - Evolution of Financial Services - Various Types of Financial Services- Significance of Financial Services - Growth of Financial Services in India - Emerging Financial Products and Services - Constraints to the Growth of Financial Services- Key Risk Areas in Financial Services.

UNIT 2**9 Hrs.**

Merchant Banking Services - Functions -Code of Conduct - Legal and Regulatory Framework -SEBI Guidelines- Weakness in the Functioning of Merchant Bankers in India. - Role of Merchant Bankers in Appraisal of Projects, Designing Capital Structures and Instruments - Issue Pricing- Preparation of Prospectus Selection of Bankers, Advertising Consultants - Role of Registrars -Underwriting Arrangements- Dealing With Bankers to the Issue, Underwriters, Registrars, and Brokers - Public Issue Management - Issue Process - Issue Types.

UNIT 3**9 Hrs.**

Credit Rating- Meaning- Functions - Credit Rating Factors - Credit Rating Agencies-Major Issues and Drawbacks - Portfolio Management Services - Functions - Strategies - SEBI Guidelines - Code of Conduct. Custodial Services - Registration- General Obligations and Responsibilities, RBI – Functions - Contribution to national development -- CIBIL

UNIT 4**9 Hrs.**

Consumer Finance- Sources- Factors Determining Demand-Terms of Consumer Finance- Hire Purchase System - Installment Credit System. Credit Cards- Facilities and Services - Classification of Credit Cards. Housing Finance Services - Housing Finance in India - Growth Factors- Impediments- Critical Factors - Major Institutional Player.

UNIT 5**9 Hrs.**

Bill Discounting & Factoring : Concept & Forms of Bill Discounting, Concept & Types of Factoring, Bill Discounting Vs. Factoring, Financial Evaluation of Factoring, Factoring in the Indian Context, Export Factoring and Forfeiting.

x *Case study is Mandatory

TEXT / REFERENCE BOOKS

1. M.Y. Khan, Financial Services, 7th Edition, Tata Mcgraw Hill, 2013.
2. Dr. S. Gurusamy, Financial Services And Systems. 2nd Edition, Tata Mcgraw Hill, 2009.
3. E. Gordon & K. Natarajan, Financial Services, 4th Edition, Himalaya Publishing House, 2011.
4. H. R. Machiraju, Merchant Banking, 4th Edition, New Age International (P) Limited, 2012.

COURSE OUTCOMES

- CO1 - Identify various types of financial services provided by the financial institutions
 CO2 - Analyze the role of merchant bankers in providing financial services
 CO3 - Evaluate the financial services to suit the business needs
 CO4 - Assess the retail lending products available in the market.
 CO5 - Practice mechanism of bills discounting, factoring and forfeiting
 CO6 - Devise customised financial services to suit requirements of the firm

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5606	BANKING AND INSURANCE	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To enable students to learn the concepts and techniques of managing Banking and Insurance operations.

UNIT 1**9 Hrs.**

Laws Governing Banking And Insurance: Banking Regulation Act, Reserve Bank of India Act, Negotiable Instruments Act, Provisions of companies Act Relating to Banking, Insurance Act – Life Insurance – General Insurance, Insurance Regulatory and Development Authority (IRDA) Act.

UNIT 2 9 Hrs. International Banking: Global Trends and Developments in International Banking – International Financial Centres, Cross Border Finance, Bank Debt in International Markets, Offshore Market, Capital Market in International Financial Market, Offshore Banking units, SEZ – International Financial Institutions – IMF, IBRD, BIS, IFC, ADB, WTO – Analysing and Bankers Acceptance. NRI Accounts – Indian Rupee and Foreign Currency Accounts, RFC Accounts, RFC (Domestic) Accounts – EEFC Accounts, Documentary Letters of Credit – UCPDC 600 Correspondent Banking – NOSTRO, VOSTRO, Mirror Accounts, Dealing operation etc, Foreign Investments in India.

UNIT 3**9 Hrs.**

Innovations In Banking And Insurance: Review of functioning of Banks, Liabilities and Assets of Banks; net worth of banks; Off-balance sheet item – New products – New financial services provided by Banks – Electronic Payment Systems at the Retail level – Definitions and Functions of Insurance – Integration of Third Party and Re-Insurance; Privatization of Insurance Business in India.

UNIT 4**9 Hrs.**

HRM In Banking And Insurance: Human Resources management in Banks and Financial Institutions-Personnel Policies – Participative Management - HRM in Insurance Sector-Corruption, Frauds, Scams in Financial Institutions, Case Studies.

UNIT 5**9 Hrs.**

Marketing In Banking And Insurance: Service Marketing Mix with Reference to Banking and Insurance, Customer in Services Marketing, Managing Service Quality, Advertising and Branding of Services, Managing Product Support, Managing Direct and On-line Marketing.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Dr. Gurusamy, S., Banking Theory Law and Practice, 2nd Edition, Tata McGraw Hill, 2009.
- Muraleedharan, G., Modern Banking, 1st Edition, PHI Learning Publications, 2009.
- Gulati, Neelam, Principles and Insurance Management, 1st Edition, Excel Books, 2009.
- Jyotsna Sethi & Nishwan Bhatia, Elements of Banking & Insurance, 1st Edition, Prentice Hall Inc., 2007.
- Murthy, A., Elements of Insurance, 2nd Edition, Margham Publications, 2009.

COURSE OUTCOMES

- CO1 - Incorporate regulatory compliance requirements for Banking and Insurance companies
 CO2 - Understand contemporary banking practices in Global banking sector
 CO3 - Identify suitable Banking and Insurance products and services
 CO4 - Implement strategies for efficient human resources management
 CO5 - Choose suitable service marketing mix for Banking and Insurance products
 CO6 - Provide customised banking and insurance products

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5607	SERVICES MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Finance

COURSE OBJECTIVE

- To provide an understanding of "Service" and the concepts and functions involved in marketing of service.

UNIT 1**9 Hrs.**

Marketing services: Introduction - Growth of service sector - Characteristics of services- Classification of services-Concept of services- Need for Service Marketing –Tangibility Spectrum. Designing of the service – Blueprint - Service Mapping- Development of service sector.

UNIT 2**9 Hrs.**

Marketing Mix in Service Marketing: The Seven P's: Product decision, Pricing Strategies and Tactics, Promotion of services and Placing & distribution methods for service. Additional dimension in service marketing – People, Physical Evidence and Process.

UNIT 3**9 Hrs.**

Internal Marketing of Services-External vs. Internal orientation of service strategy - Service Quality Dimensions -Quality gap. Customer expectation vs. perceived service gap-services quality specifications vs. Perception of customer expectations – factors and techniques to resolve these gaps.

UNIT 4**9 Hrs.**

The Promise vs. Delivery Gap – Service Delivery vs. External Communication to customer-measure to resolve these gaps - developing appropriate and effective communication about service quality-Service Recovery-Marketing Demand & Supply through capacity planning.

UNIT 5**9 Hrs.**

Marketing of service with reference to Financial services, Health services, Hospitality services including travel, Hotels and Tourism; Professional services & Educational services.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Valarie A.Zeithmal & Mary Bitner, Service Marketing, 5th Edition, Tata McGraw Hill, 2008.
2. Helen Woodruffe, Service Marketing, 1st Edition, Pearson Education, 1998.
3. Christopher Lovelock, Service Marketing, 5th Edition, Pearson Education, 2009.
4. Bhattacharya, Service Marketing, 1th Edition, Excel Books, 2006.
5. Jha S.M, Service Marketing, 4th Edition, Himalaya Publishing House, 2010.

COURSE OUTCOMES

- CO1 - Understand the role of marketing in service organisations
 CO2 - Analyse the extended marketing mix for services
 CO3 - Identify service quality gaps in service delivery
 CO4 - Develop measures to resolve service gaps.
 CO5 - Implement the concepts of service marketing in various Sectors
 CO6 - Design service quality measurements to build customer loyalty

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5608	ADVERTISING MANAGEMENT AND SALES PROMOTION	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concepts and techniques of Advertising and Sales promotion.

UNIT 1**9 Hrs.**

Advertising - Concept - Objectives - Process - Evolution of advertising management. Market segmentation and target audience. Advertising Industry in India. Role of advertising in Product life cycle and Brand building. Special purpose advertising - Green advertising, Political advertising, Advocacy advertising, Retail advertising, Financial advertising, Corporate advertising and Social advertising. Advertising in the Indian economy. Concepts of societal marketing. PACT and DAGMAR approach.

UNIT 2**9 Hrs.**

Message and Copy Development, characteristics of good copy, designing. Creation: Themes, appeals, slogans, headlines, subheads, texts, illustrations, copy layout, developing USP - Mass media: selection - planning - scheduling. Media - Mobile media, social media, Media management. Problems specific to media management - Media ethics - Business and legal aspects of media management.

UNIT 3**9 Hrs.**

Advertising Budgets -Types. Advertising agencies - Organizations and Operations -Role of advertising agencies - Functioning - Skills and service client relationship, Internet advertising - Functions. Agency - Client servicing, Market plan of the client, agency finances, setting up of an agency- Growing the agency.

UNIT 4**9 Hrs.**

Sales promotion - Definition - Roles-Objectives-Types-(Consumer, Dealer & Sales force oriented sales promotion.) Nature and importance of sales promotion its role in marketing. Ethical aspects of sales promotion - Legal environment, laws that affect advertising in India.Unfair trade practices and competition act - Consumer rights and laws.

UNIT 5**9 Hrs.**

Control- Advertising effectiveness-Pre & Post testing techniques, Difficulties in measuring advertising effectiveness. Ethics in advertising-Regulatory bodies that impact the advertising industry - Controversial advertising Economic and Social relevance of advertisements - Advertising research & analysis. Advertising for international market - Trends in advertising, Global trends and their impact on Indian advertising - challenges faced by advertisers in India in the era of globalization.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Chunawalla Kumar, Sethia, Subramanian, Suchak, Advertising Management, 5ThEdition, Himalaya Publishing House, 2007.
- Rathor.B.S, Advertising & Personal Selling, 1st Edition, Himalaya Publishing House, 2008.
- Belch, Advertising Excellence, 7th Edition, Tata McGraw Hill Inc, 2009.

COURSE OUTCOMES

- CO1 - Understand the components of advertising and sales promotion
 CO2 - Create advertisement copy and maketing communication plans
 CO3 - Devise advertising budgets to estimate promotional expenditure
 CO4 - Evaluate sales promotional tools in enhancing business activities
 CO5 - Integrate ethical and legal guidelines in advertising
 CO6 - Develop creative solutions to addresss marketing communication challenges

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5609	BRAND MANAGEMENT & RETAIL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept, techniques and nuances of Brand Management and Retail Marketing.

UNIT 1**9 Hrs.**

Brand - Definition, Importance, Types, Methodology . Positioning- Types, Needs, Advantages and Limitations - Perceptual Map- Brand Identity- Brand Identity Traps- Overcoming. Brand Image, Brand Equity.

UNIT 2**9 Hrs.**

Brand personality - Models, Scale, Brand Loyalty- Types, Increasing Brand Loyalty, Building Brands-Advantages, Process, Brand Leverage - Reasons, Advantages, Methods, Brand Extensions- Types., Aaker's Approach, Keller's Approach.

UNIT 3**9 Hrs.**

Brand promotion strategies- advantages, limitations, Strategic Brand Management. Building retail brands. Retailing, Definition, Systems, Structure, Formats- Services Offered by Retailers- Shopping/ Buying Behaviour-, Need, Advantages, Limitations- Duties of Sales Personnel in Enhancing Shopping and Buyer Behaviour.

UNIT 4**9 Hrs.**

Retail store layout- Types, Need, Advantages and Limitations of Each Layout- Merchandize Planning-Need, Factors Influencing, Advantages, Limitations- Retail Pricing- Types, Need.

UNIT 5**9 Hrs.** Limitations,
Indian

Promotion strategies- Creative Display, POP, Façade Display- e-Tailing- Advantages, Retail Scenario- Current and Emerging Trends.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Moorthy Y.L.R, Brand Management The Indian Context, 2nd Edition, Vikas Publications, 2009.
- Pati, Debashis, Branding- Concepts And Cases, 2nd Edition, Macmillan Business Books, 2003.
- David Aaker, Brand Management, 1st Edition, Tata McGraw Hill, 1987.
- Gilbert, Retail Marketing Management, 2nd Edition, Pearson Education, 2009.
- Levy&Weitz, Retail Management, 6th Edition, Tata McGraw Hill, 2009.

COURSE OUTCOMES

- CO1 - Assess the process of Branding to build a brand
 CO2 - Formulate effective branding strategies
 CO3 - Create Brand Equity for the business
 CO4 - Establish Organized retailing
 CO5 - Design retail promotional strategies with technology.
 CO6 - Develop the capabilities of retailing

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5610	RELATIONSHIP MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept of Relationship Marketing and the technological tools for implementing Relationship Marketing.

UNIT 1**9 Hrs.**

Relationship Management - Relationship Marketing and Traditional Transaction Approach – Significance - Customer Acquisition - Requisites – Customer Life Cycle -Customer Loyalty – loyalty ladder – strategies - Optimizing Customer Relationship.

UNIT 2**9 Hrs.**

Customer Retention-Stages in customer life cycle – Strategies –Attrition, Handling Complaints – Recovery of lapsed customers - CRM in marketing - One to One Relationship Marketing - Customer Behaviour Prediction - Customer Profitability

UNIT 3**9 Hrs.**

Sales Force Automation – Sales and territory management – Activity management - Contact management - Lead and Knowledge Management - Field Force Automation

UNIT 4**9 Hrs.**

Analytical CRM –Features and Benefits – Managing Customer Data - Database Marketing – Sources of Data - Call Centre – Technological Components - Telemarketing - Data Mining-Functions, Process

UNIT 5**9 Hrs.**

CRM Implementation – Defining Success Factors - Choosing CRM Tools - CRM Development - Delivery - Measurement - Conflicts – Complaints Management.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Peeru Mohammed & Sagadevan.A, Customer Relationship Management, 1st Edition, Vikas Publications, 2009.
- Shainesh & Seth, Customer Relationship Management a Strategic Prespect, 1st Edition, McMillan,201 0.
- Chaturvedi & Chaturvedi, Customer Relationship Management, 1st Edition, Excel Books, 2007.
- Paul Greenberg, Customer Relationship Management, 3rd Edition, Tata McGraw Hill, 2009.
- Govinda Bhat, Customer Relationship Management, 1st Edition, Himalaya Publishing House,,2009.

COURSE OUTCOMES

- CO1 - Explore the various facets of rural marketing.
 CO2 - Identify the challenges and opportunities in the field of rural marketing.
 CO3 - Understand the rural market environment and the emerging challenges in the global market .
 CO4 - Acquaint the students with appropriate concepts and techniques in the area of rural marketing .
 CO5 - Apply adaptations to the rural marketing mix(4A's) to meet the needs of rural consumers.
 CO6 - Understanding the concept and methodology for conducting the research in rural market.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA561 1	INDUSTRIAL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To enable students to understand and appreciate the concept and Industrial Marketing and its unique strategies and techniques.

UNIT 1 DIMENSIONS OF INDUSTRIAL MARKETING**9 Hrs.**

Introduction – Nature of Industrial Marketing – Industrial Vs Consumer Marketing – Types of Industrial Customers – Classification of Industrial Products – Economics of Industrial Demand – Industrial Marketing Environment – Strategies to manage industrial marketing environment.

UNIT 2 ORGANIZATIONAL BUYING & BUYING BEHAVIOUR**9 H rs.**

Objectives of Organizational Buying – Buy grid model – Phases in Purchasing Decision process – Buying Centres – Roles of Buying Centres – Purchasing influence on Buyer Behaviour – Supplier choice & Evaluation.

UNIT 3 MARKET SEGMENTATION TARGETING AND POSITIONING

Market Segmentation – Basis for segmenting industrial market – Macro & Micro variables – Target marketing – Product Positioning – Strategic planning in Industrial market.

UNIT 4 INDUSTRIAL PRODUCT & PRICING**9 Hrs.**

Industrial product life-cycle – Strategies – New product development process – Pricing – Price constraints - Factors influencing pricing – Pricing strategies – Pricing Policies – Competitive bidding.

UNIT 5 PROMOTION FOR INDUSTRIAL PRODUCTS

Advertising in Industrial Market – Advertising Media – Use of Sales Promotion – Publicity in Industrial Market – Sales force – Sales Presentation, Sales Training & Compensation.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Robert R. Reeder, Edward G. Brierty, Betty H. Reeder, Industrial Marketing: Analysis, Planning and control, Second Edition, Prentice Hall, 1991
- P.K. Ghosh, Industrial Marketing, Oxford University Press, 2012 Krishna K. Havaladar, Industrial Marketing: Text and Cases, Second Edition, Tata McGraw – Hill,,2006
- Hory Sankar Mukerjee, Industrial Marketing, First Edition, Excel Books,2009

COURSE OUTCOMES

- CO1 - Distinguish Industrial Marketing from consumer marketing
- CO2 - Analyse factors influencing organisational buying behaviour
- CO3 - Implement Industrial market segmentation, positioning and targeting strategies
- CO4 - Evaluate pricing strategies for the products
- CO5 - Develop promotional techniques for industrial products
- CO6 - Design an suitable Industrial Marketing mix

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5612	RURAL MARKETING	L	T	P	Credits	Total Marks	Stream
		3	.	.	3	100	Marketing

COURSE OBJECTIVE

- To provide an understanding of the concept of Rural Marketing and its unique strategies and techniques.

UNIT1**9 Hrs.**

Rural Marketing: Definition - Evolution - Scope of Rural Marketing – Rural vs. Urban markets - Rural Market – Characteristics -Classification of Rural Markets – Size of Rural market - Constraints in Rural Marketing – Rural Marketing in India- Rural Marketing environment.

UNIT 2**9 Hrs.**

Rural Consumer Behaviour: Rural marketing research - Understanding rural consumers- characteristics of rural consumer – Factors affecting rural consumer behavior – Rural consumer buying process – Rural market segmentation – Targeting and Positioning for Rural market - Brand loyalty

UNIT 3**9 Hrs.**

Rural Marketing Mix: Products and services – designing innovative products and services to rural market – Factors influencing pricing- pricing methods - Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Storage, warehousing and transportation –public distribution system- .

UNIT 4**9 Hrs.**

Marketing Communication in Rural Markets: Promotion as a component in marketing communication - Challenges in Rural Communication - Communication process – Creating advertisements for the rural audiences – Rural Media - sales promotion techniques – Social Marketing - Evaluation of promotional activities-Innovations in rural marketing.

UNIT 5**9 Hrs.**

Future of Rural Marketing: Focused Marketing Strategies – Emerging segments – Rural retailing- Rural Wholesaling – Public-Private Partnership - Marketing of Agricultural produce –Marketing rural non farm produce – Marketing of consumer goods and durables – Marketing of Services – E- Rural marketing - Major of Government and Non Government Agencies in the development of Rural Marketing- Financial Services.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Rural Marketing: Text and Cases, 2nd Edition, Pearson education, 2011
- Pradeep Kashyap, Siddhartha Raut, The Rural Marketing Book (Text & Practice), 2nd Edition, Biztantra Publications, 2008.
- T.P. Gopal Swamy, Rural Marketing, 2nd Edition, Vikas Publishing House, 2005.

COURSE OUTCOMES

CO1 - Explore the various facets of rural marketing.

CO2 - Identify the challenges and opportunities in the field of rural marketing.

CO3 - Understand the rural market environment and the emerging challenges in the global market .

CO4 - Acquaint the students with appropriate concepts and techniques in the area of rural marketing .

CO5 - Apply adaptations to the rural marketing mix(4A's) to meet the needs of rural consumers.

CO6 - Understanding the concept and methodology for conducting the research in rural market.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5613	HUMAN CAPITAL MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To provide an understanding of the concept of Human Capital and the strategies for measurement of its contribution and accounting.

UNIT 1**9. Hrs**

Concept of Human capital - Intellectual capital - Social capital - Organization capital - Practical Implications of intellectual capital theory. Concept of HCM-Rationale for HCM - HCM and HRM -The concept of human capital advantage and resource - based strategy. Process of HCM - HCM Drivers, HCM Journey, Developing HCM — Measuring HR.

UNIT II**9 Hrs.**

Practice of HCM: Human Capital Data-Measuring human capital-Measurement Issues, Classification of measures, Developing Measures-Human Capital Measurement Models-Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organizational Performance Model, Human Capital Index, Engagement Model, People and Performance Model –Human capital reporting-applications of HCM.

UNIT 3**9 Hrs.**

The link between HCM & business strategy, HCM & strategic HRM, HCM and talent management, learning & development, knowledge management, Performance management and Reward Management. Role of HR in HCM-The business partner concept and HCM-The skills HR specialists need for HCM- Future of HCM

UNIT IV**9Hrs**

ROI of Human Capital- Measurement of Human capital's contribution to enterprise goals- Human capital value circle, Enterprise-level Metrics, Foundation Trait Metrics, Structural trait Metrics-Leverage of Human capital ROI.

UNIT V**9 Hrs.**

Human Resource Accounting-Concept, Development & State of the Art, Role of HR Accounting, HR Accounting Models, Applications & Implementation. HR Audit-Concept, Types, Process, Approaches. *Case study is Mandatory

TEXT / REFERENCE BOOKS

- Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, 1st Edition, Kogan Page, 2007
- Eric G. Flamholtz, Human Resource Accounting-advances in concepts, Methods, and Applications, 3rd Edition, Kluwer Academic Publishers, 1999
- Jac Fitz-enz, The ROI of Human Capital-Measuring The economic Value of Employee Performance, 2nd Edition, Amacom, 2009.
- Ram Raghavan, Human Capital Management Challenges in India, 1st Edition, Woodhead Publishing Limited, 2011
- Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, 1st Edition, Global India Publications, 2009

COURSE OUTCOMES

- CO1 - Evaluate Human capital management strategies for efficient contribution of employees
 CO2 - Analyse models for appraising human capital for growth and development
 CO3 - Implement effective human resource development practices to enhance competency of the employees
 CO4 - Construct human capital management metrics for retention of employees
 CO5 - Design human resource accounting systems to rationalise investments in human resources
 CO6 - Develop human capital management system to increase productivity

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5614	STRATEGIC HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the strategic importance of HRM and the concepts and techniques needed for implementing SHRM.

UNIT 1**9 Hrs.**

Definition, need and importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies – HR's role as a strategic partner, The changing role of HR management. Strategy formulation and implementation: importance of HR to strategy, international strategy, HR contributions to strategy, strategy driven role behaviors and practices, integration of strategy and HR planning, HR manager and strategic planning.

UNIT 2**9 Hrs.**

Nature and theoretical underpinnings of SHRM, Competing theoretical models of SHRM, Theoretical perspectives in organizational strategy and strategic management theory, Relationship between theories of strategic and strategic management and models of strategic HRM, Role of formal HRM under SHRM

UNIT 3**9 Hrs.**

Process of SHRM: Importance, nature and Strategic challenges in SHRM. Implications of SHRM for different organizational strategies, Strategic planning and implementation considerations associated with key areas of HRM strategy.

UNIT 4**9 Hrs.**

SHRM dimensions in business practice, Role of SHRM in corporate functioning: Contrasting and broad perspective, Strategic HRM: 'best fit' or 'best practice?', Strategic HRM and sustained competitive advantage

UNIT V**9 Hrs.**

International Strategic Human resource Management, HR accounting and human value management; HR Planning and information of systems, Internal and external fit in SHRM systems, Strategic renewal: Downsizing, mergers and acquisitions, and restructuring.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Jeffrey A. Mello, Strategic Human Resource Management, 3rd Edition, Thompson publication, New Delhi, 2010
- Greer Charles R, Strategic Human Resource Management: A General Managerial Approach, 2nd Edition, Pearson Education Asia, New Delhi, 2001
- Michael Armstrong, Hand book of Strategic Human Resource Management, Kogan page, London, 2011.

COURSE OUTCOMES

- CO1 - Understand the integration of human resource plans and programs with the strategic plans of the organization.
- CO2 - Evaluate theoretical models of SHRM for improving organisational effectiveness
- CO3 - Analyse the planning and implementation process of HR strategies
- CO4 - Choose best fit HR strategies for sustained competitive advantage
- CO5 - Implement HR Planning and information systems in the organisation
- CO6 - Develop operational plans for implementing human resource strategies

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5615	HUMAN RESOURCES DEVELOPMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the importance and techniques of developing Human Resource.

UNIT 1**9 Hrs.**

Nature and Scope: Introduction – Evolution of HRD as a management philosophy - scope and importance-Personnel management vs. HRD- Human resource system designing HR policies , Competencies required for HRD function, future of HRD.

UNIT 2**9 Hrs.**

Induction and Career Management: Human Resource Planning scheme for large organizations- Managerial Approach and important steps involved. Initiating the new employee into the organization –Detailed Induction Program-Career Planning & Development, Succession Planning – Executive Grooming, Mentoring. Quality of Work Life (QWL), Preconditions to QWL, How to improve QWL. Competency Mapping.

UNIT 3**9 Hrs.**

Development and Initiatives: Setting up and maintaining an effective Training & Development department, Steps in conducting and organizing Training and Development programs in organization, Self Development and Management Development, Managerial Issues, Various Techniques of Training and Development suitable to advanced Applications , O.D Initiatives.

UNIT 4**9hrs**

Appraisal and Counseling: Performance Assessment and Performance Management Advanced Appraisal Techniques: Behavioral Anchored Ratings- 360 Degree Appraisal- Balanced Scorecard, Assessment, Center Potential Appraisal. Vocational & Performance Counseling and Interpersonal feedback, Developing Dynamic relationship through effective counseling.

UNIT 5**9 Hrs.**

Post evaluation of Training and Development programs: Content of the training program- Trainer - Course material- Venue& Training Schedule, Train the Trainer, HRD Interface, HR Records and Audit, e-HRD, Loyalty towards Organization, Organizational Empowerment, Time management.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Pareek Udai & Udaya Kumar Halder, Human Resource Development, 1st Edition, Oxford University Press, 2009.
2. Rao.T.V, Performance Management and Appraisal System,1st Edition, Sage Publications, 2004.
3. Silvera D.M, Human Resource Development -The Indian Experience, New India Publications, 1990.
4. Dr. Rathna Reddy. B, Effective Human Resource Training & Development Strategy, 1st Edition, Himalaya Publishing House, 2009.
5. Battacharya. D.K, Human Resource Development, 2nd Edition, Himalaya Publishing House, 2009.

COURSE OUTCOMES

- CO1 - Identify Human resource development competencies
- CO2 - Implement career planning and development techniques in an organisation
- CO3 - Assess the need for training and development to build competencies
- CO4 - Evaluate the performance of employees
- CO5 - Analyse the effectiveness of training and development programs
- CO6 - Design and deliver learning programs to the employees

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5617	ADVANCED LABOUR LEGISLATIONS	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To provide a detailed working knowledge of all the labor legislations of India.

UNIT 1**9 Hrs.**

Legislation affecting working conditions: **Factories Act, 1948**: definitions, Provision's relating to - Health, Safety, Welfare, working hours and leave, Women and Young Persons, Special Provisions on Hazardous Factories. Apprentices Act, 1961- Nature of Apprenticeship Contract, Duties and obligations of the Employer and apprentice, Allotment of Apprentices to Designated Trades. The Child Labour (Prohibition and Regulation) Act, 1986, Contract Labour (Abolition & Regulation) Act, 1970, The Shops and Commercial Establishments Act. Related Case Studies

UNIT 2**9 Hrs.**

Law relating to Wages: Payment of Wages Act, 1936: Provision relating to responsibility for payment of wages – Authorized deductions, limits to deductions. **Minimum Wages Act, 1948**: Objects – Procedure for fixing and revising minimum wages – Appointment of advisory board – Payment of minimum wages – Maintenance of registers and records contracting out – offences and penalties. Equal Remuneration Act, 1976: objects – Definitions – Duty of employer – Discrimination between male and female worker – Authorities – Register and Offences and Penalties. Related Case Studies.

UNIT 3**9 Hrs.**

Law relating to Social Security: Employee's State Insurance Act, 1948, The Employee's State Insurance Corporation and Types of Benefits, Rules regarding Contributions, Rules regarding Benefits– Standing committee and medical benefit council provisions relating to contributions – Offences and penalties – Miscellaneous provisions. Employee's Provident Funds and Miscellaneous Provisions Act, 1952 – Objects – Definitions – Schemes EPF – Authorities – Offence and Penalties. Workmen's Compensation Act, 1923 – Recent Amendments – Objects – Definitions – Disablement – Employer Liability – Compensation Calculation – Offence and Penalties. Maternity Benefit Act, 1961. Related Case Studies.

UNIT 4**9 Hrs.**

Law relating to Industrial Relations: Industrial Disputes Act, 1947: Industrial Dispute and Individual Dispute – Authorities for settlement of Industrial Disputes –Forms of Industrial Disputes – Procedure – Powers and duties of authorities. Trade Union Act, 1926: Objects – Registration of trade unions – Rights and liabilities of registered trade unions – Registered and Recognised Union Procedure. Industrial Employment (Standing Orders) Act, 1946: Objects, Concepts and Nature of Standing Orders – Provisions regarding certification and operation of standing orders. Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959. Related Case Studies.

UNIT 5**9 Hrs.**

Law relating to Monetary Benefits: Payment of Gratuity Act, 1972, Definitions – Eligibility – Nomination – Rights and Obligations of Employer and Worker – Amount of Gratuity – Protection – Offence and Penalties Payment of Bonus Act, 1965 – Objects – Definitions – Eligibility – Computation of available surplus & allocable surplus, Accounting year, deduction from bonus payable – set on and set off provisions – Offence and Penalties. Related Case Studies.

TEXT / REFERENCE BOOKS

- Kapoor N.D, Handbook of Industrial Laws, Sultan Chand & Sons.
- Padhi.P.K., Labour & Industrial Law, 1st Edition, PHI Learning Publications, 2009.
- Reshma Arora, Labour Law, 1st Edition, Himalaya Publishing House, 2008.

COURSE OUTCOMES

- CO1 - Understand the legislations related to working conditions and welfare measures for the employees
 CO2 - Determine wages and employee compensation at the work place
 CO3 - Practice administrative process relating to social security contributions
 CO4 - Investigate the legal issues and settle industrial disputes according to labour laws
 CO5 - Implement Laws related to monetary benefits paid to the workers
 CO6 - Integrate employment policies and procedures that minimise legal risks

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5618	INDUSTRIAL LABOUR RELATIONS	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the need for industrial peace and the concepts and methodologies of ensuring the same.

UNIT 1**9 Hrs.**

Human Resource Development in perspective, Impact of Industrial Revolution, Industrial Relations(IR) : Concepts, Importance of Industrial Relations, Nature & Scope of Industrial Relations, Evolution of IR, The Management , The Government , factors affecting Industrial Relations, Characteristics, contributing Disciplines, application of Psychology & Economics to industrial relations, harmonious relations in industry, importance and means to improve; factors affecting employee stability.

UNIT 2**9 Hrs.**

Evolution and development of wage policy in India, statutory minimum wages, wage criteria, wage machinery, objectives of a wage policy, dearness allowances, fringe benefits, wage differentials, wage administration, bonus ,managerial pay trends.

UNIT 3**9 Hrs.**

Resolving Disputes Legal and voluntary methods for resolving disputes, Conciliation, Arbitration and Adjudication- Collective Bargaining : Meaning, scope & issues, subject matter and parties, methods and tactics, administration of collective bargaining agreements, regulation of strike, lockout, layoff & retrenchment, Machinery under the Act for settlement of disputes, Bi-Partite & Tri-partite machinery –centre and state; codes of discipline Joint Consultative Machinery.

UNIT 4**9 Hrs.**

Trade Unions: General features, Trade unions and their growth, Evolution of Trade Unions in India, Need for trade unions, Theories of trade unionism, Problems of Trade Union, structure and classification of trade unions. Objectives & membership of major federations in India, Problems of Indian trade unions, Suggestions for Improvement.

UNIT 5**9 Hrs.**

Foundations of Industrial Peace: ILO - its functions and role in labour movement – Welfare and Social Security - Rationale and Schemes, Labour under the Constitution, Avenues of Workers Participation in Management, Worker's Education , Grievance Redressal for individual employee.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Tripathi, Personnel Mgmt & Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.
- Subba Rao, Essentials of Human Resource Management & Industrial Relations, 9th Edition, Himalaya Publishing House, 2009.
- Arun Monappa, Industrial Relations, 1st Edition, Tata McGraw Hill, 1985.
- Mammoria & Mammoria, Dynamics of Industrial Relations, 16th Edition, Himalaya Publishing House, 2009.
- Sharma.A.M., Industrial Jurisprudence and Labour Legislation, 6th Edition, Himalaya Publishing House, 2009.

COURSE OUTCOMES

- CO1 - Understand the significance of industrial labour relations
 CO2 - Apply the features of welfare and wage Legislations in the organisation
 CO3 - Choose the methods for resolving disputes
 CO4 - Analyse the problems of trade unions to solve labour issues
 CO5 - Evaluate the Welfare and Social Security schemes provided in the organisation
 CO6 - Prepare framework for grievance redressal mechanism

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5619	SERVICES AND OPERATIONS MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To provide an understanding of the concept of service and its quality, tools and techniques for its design and efficient delivery.

UNIT 1 INTRODUCTION**9 H rs.**

Services–Importance, role in economy, service sector –growth; Nature of -Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy–Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Role of Internet strategies–Environmental strategies.

UNIT 2 SERVICE DESIGNS**9 Hrs.**

New Service Development–Design elements–Service Blue-printing- process structure–generic approaches – Value to customer; Retail design strategies–store size–Network configuration; Managing Service Experience–experience economy, key dimensions; Vehicle Routing and Scheduling. Technology and its impact on service and service delivery system.

UNIT 3 SERVICE QUALITY**9 Hrs.**

Service Quality-Dimensions, Service Quality Gap Model; Measuring Service Quality–SERVQUAL –Walk - through Audit; Quality service by design -Service Recovery–Service Guarantees; Service Encounter–triad, creating service orientation, service profit chain; Front-office Back-office Interface–service decoupling.

UNIT 4 SERVICE LOGISTICS**9 H rs.**

Servicescapes –behaviour -environmental dimensions –framework; Facility design–nature, objectives, process analysis –process flow diagram, process steps, simulation; Service facility layout; Service Facility Location–considerations, facility location techniques–metropolitan metric, Euclidean, retail outlet location , location set covering problem

UNIT 5 SERVICE OPERATION**9 Hrs.**

Managing Demand –strategies; Managing capacity –basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services–Retail Discounting Model, Newsvendor Model; Managing Waiting Lines–Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising , globalization.

*Case Study is Mandatory

TEXT / REFERENCE BOOKS

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education –Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
4. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004

COURSE OUTCOMES

- CO1 - Examine the role of strategies in competitive environment
- CO2 - Analyse service design for building better services
- CO3 - Evaluate service quality dimensions to determine service gap
- CO4 - Choose suitable facility location and layout for business
- CO5 - Apply inventory and Queuing models for optimisation of resources
- CO6 - Integrate techniques of SOM for solving business problems

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5620	PRODUCT DESIGN	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To enable students to understand the nuances of creating new product ideas, the physical design and testing their reliability.

UNIT 1 DESIGN FUNDAMENTALS**9 Hrs.**

Importance of design- The design process-Considerations of Good Design – Morphology of Design – Organization for design– Computer Aided Engineering – Designing to codes and standards – Concurrent Engineering – Product and process cycles – Technological Forecasting – Market Identification – Competition Bench marking.

UNIT 2 CUSTOMER ORIENTED DESIGN & SOCIETAL CONSIDERATIONS**9 Hrs.**

Identification of customer needs- voice of customer – customer population- customer requirements- Quality Function Deployment-Product Design Specifications-. Societal consideration - Contracts – Product liability – Protecting intellectual property –Legal and ethical domains – Codes of ethics - Ethical conflicts – Environmentally friendly design-future trends in interaction of engineering with society.

UNIT 3 DESIGN METHOD**9 Hrs.**

Creativity and Problem Solving –Creativity methods-Theory of Inventive Problem Solving (TRIZ) – Conceptual decomposition-Generating design concepts-Axiomatic Design – Evaluation methods-Embodiment Design-Product Architecture- configuration Design- Parametric Design. Role of models in design-Mathematical Modeling – Simulation –Geometric Modeling –Rapid prototyping- Finite Element Analysis– Optimization – Search Methods.

UNIT 4 MATERIAL SELECTION PROCESSING AND DESIGN**9 Hrs.**

Material Selection Process – Economics – Cost Vs Performance – Weighted property Index – Value Analysis – Role of Processing in Design – Classification of Manufacturing Process – Design for Manufacture – Design for Assembly –Designing for castings,

UNIT 5 PROBABILITY CONCEPTS IN DESIGN FOR RELIABILITY**9 Hrs.**

Probability – Distributions – Test of Hypothesis – Design of Experiments – Reliability Theory – Design for Reliability – Reliability centered Maintenance-Robust Design-Failure mode Effect Analysis.

*Cast Study is Mandatory

TEXT / REFERENCE BOOKS

- Dieter, George E., "Engineering Design - A Materials and Processing Approach", McGraw Hill, International Editions, Singapore, 2000
- Pahl, G, and Beitz, W., "Engineering Design", Springer – Verlag, NY, 1984.
- Ray, M.S., "Elements of Engg. Design", Prentice Hall Inc. 1985.
- Karl T. Ulrich and Steven D. Eppinger "Product Design and Development" McGraw Hill Edition 2000.

COURSE OUTCOMES

- CO1 - Examine the methodology of product design process
 CO2 - Incorporate customer requirements and societal considerations while designing a product
 CO3 - Apply the methodologies for product design, development and management.
 CO4 - Implement manufacturing process design in an organisation
 CO5 - Practice Failure Mode and Effects Analysis in an organisation.
 CO6 - Analyze the reliability of design using probability concepts

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5621	INVENTORY MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

UNIT 1 INTRODUCTION**9 Hrs.**

Importance & Scope of Inventory Control- purpose of inventory -Costs Associated with Inventory - Inventory Control - Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand

UNIT 2 TECHNIQUES**9 Hrs.**

Inventory Control Techniques:-Inventory classification and its use in controlling inventory, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce throughput time -, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organization. Work in Process Inventories - Finished Goods Inventories - General Management of Inventory Spare Parts Inventories . Introduction to scientific inventory management, advanced forecasting methods.

UNIT 3 STRATEGIC INVENTORY MANAGEMENT**9 Hrs.**

Strategic Inventory Management:- Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage-Inventory Management Systems - **Forecasting Techniques - Inventory aggregation Models - Dynamic Lot sizing Methods - Multi-Echelon Inventory models.**

UNIT 4 MODELS**9 Hrs.**

Inventory Models- Inventory models – Fixed Order Versus Fixed Interval systems - Developing Special Quantity Discount Models – **Inventory Model for Manufactured Items – Economic Order Quantity, EOQ with discount and ABC - Safety Stocks - Economic Lot Size when Stock Replenishment is instantaneous.**

UNIT 5 PERFORMANCE**9 Hrs.**

Make Or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency. Performance - Evaluation of Performance of Materials Function - Criteria and methodology of evaluation.

*Cast Study is Mandatory

TEXT / REFERENCE BOOKS

- 1 Foundations of Inventory Management – Zipkin, McGraw Hill.
2. Orliky's MRP – Plossl
3. Production Planning And Inventory Control – Seetharama L Narsimhan,
4. Dennis WMcLeavy, Peter J Billington, Prentice Hall Of India Pvt Ltd
5. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman - Prentice Hall

COURSE OUTCOMES

- CO1 - Classify the various types of inventory and inventory costs.
- CO2 - Implement the various inventory control techniques for stock optimisation
- CO3 - Examine the strategies for efficient inventory management suitable to the business
- CO4 - Determine Economic Order Quantity and stock levels under various conditions.
- CO5 - Analyse the factors influencing Make or Buy Decisions in inventory management
- CO6 - Design a framework for an effective inventory-control system.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5622	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To create an understanding of the concept of Supply Chain Management

UNIT 1 INTRODUCTION**9 Hrs.**

Business logistics and supply chain–importance, objectives and drivers. Strategy–planning, selecting proper channel, performance measurement. Outsourcing–Make vs buy approach–sourcing strategy, Types of Logistics, Logistical activities, Supply chain drivers and obstacles.

UNIT 2 MANAGING FLOWS**9 Hrs.**

Planning Networks–Decision making under risk–Decision trees–Decision making under uncertainty. Distribution Network Design–Role–Factors Influencing Options, Value Addition. Supply Chain Network optimization models. Logistics information system–Role of IT–Framework for IT adoption.

UNIT 3 INVENTORY AND WAREHOUSING**9 Hrs.**

Planning and managing inventory in supply chain, bullwhip effect, control–Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions–Types–Site Selection–Decision Model–Layout Design–Costing–Virtual Warehouse, Warehouse management, push based, pull based systems.

UNIT 4 TRANSPORTATION AND PACKAGING**9 Hrs.**

Transportation–Drivers, Modes, Measures–Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling. Packaging–Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT 5 ORGANISATION AND CONTROL**9 Hrs.**

Organisation Structure–need and development. Organizational–Choices, Orientation and positioning. Interfunctional and interorganisational management–alliances and partnerships. Control–Process framework, system details, information, measurement and interpretation, Supply chain performance managements – Vendor relationship management.

*Case Study is Mandatory

TEXT / REFERENCE BOOKS

- Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
- Sunil Chopra and Peter Meindl, Supply Chain Management–Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.
- Bowersox Donald J, Logistics Management –The Integrated Supply, Chain Process, Tata McGraw Hill, 2010
- Vinod V. Sople, Logistics Management–The Supply Chain Imperative, Pearson. 20
- Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.

COURSE OUTCOMES

- CO1 - Assess business logistics and supply chain drivers.
 CO2 - Design a supply chain network models.
 CO3 - Analyse logistical warehouse layout system.
 CO4 - Evaluate suitable packaging and transportation methods.
 CO5 - Integrate supply chain performance management system.
 CO6 - Develop optimal logistic process for operational excellence

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBA5623	TOTAL QUALITY MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To provide a comprehensive understanding of philosophies and tools of Quality Management.

UNIT 1 INTRODUCTION**9 Hrs.**

Quality - vision, mission and policy statements. Customer Focus –customer perception of quality, Dimensions of product and service quality. Cost of quality.

UNIT 2 PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**9 Hrs.**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT 3 STATISTICAL PROCESS CONTROL**9 Hrs.**

Meaning and significance of statistical process control (SPC) –construction of control charts for variables and attributed. Process capability–meaning, significance and measurement –Six sigma-concepts of process capability. Reliability concepts .Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI)–principles, applications, reengineering process, benefits and limitations.

UNIT 4 TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**9 Hrs.**

Quality functions deployment (QFD), House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA)–requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE ,Taguchi techniques, Business excellence(quality awards).(international awards-deming award, malcom award, EFQA and Indian awards.

UNIT 5 QUALITY MANAGEMENT SYSTEMS 9 Hrs. Introduction to IS/ISO 9004:2000–quality management systems–guidelines for performance improvements. Quality Audits. TQM culture, Leadership– Quality council, employee involvement, motivation, empowerment, recognition and reward-TQM framework, benefits, awareness and obstacles.

*Cast Study is Mandatory

TEXT / REFERENCE BOOKS

- Dale H.Besterfield, Carol Besterfield –Michna, Glen H. Besterfield, Mary Besterfield–Sacre, Hermant -Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
- Shridhara Bhat K, Total Quality Management –Text and Cases,Himalaya Publishing House, First Edition 2002
- Douglas C. Montgomery, Introduction toStatistical Quality Control, Wiley Student Edition, 4thEdition, Wiley India Pvt Limited, 2008.

COURSE OUTCOMES

- CO1 - Understand the dimensions of Total Quality Management in Manufacturing Industry
 CO2 - Implement the fundamental principles and philosophy of Total Quality Management in an organisation
 CO3 - Evaluate the Quality through statistical process control
 CO4 - Assess various tools and techniques for quality management
 CO5 - Appraise organisation, communication and teamwork requirement for building quality culture
 CO6 - Devise quality implementation plans for operational efficiency

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBA5624	LEAN MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Operations

COURSE OBJECTIVE

- To enable students to understand the concept of Lean, its benefits and the tools and techniques used in its implementation.

UNIT 1 INTRODUCTION**9 Hrs.**

Basics of Lean Management approach and the basics of Lean Management philosophy - Basics of TPS 14 principles, including relations with the Lean Management tools- Ideal Lean Management tool (Lean Management (Tool Box) based on the situation;

UNIT 2 METHODS**9 Hrs.**

Applying various methods and techniques of Lean Management -isolated -complex situations for improving the efficiency and effectiveness -supporting processes of the organization-- interpret calculations of processes, processes' layouts, lean six sigma

UNIT 3 INTRODUCTION TO LEAN MANUFACTURING**9 Hrs.**

Objectives of lean manufacturing-key principles and implications of lean manufacturing-traditional Vs lean manufacturing. Standard work -communication of standard work to employees -standard work and flexibility -visual controls -quality at the source -5S principles -preventive maintenance-total quality management total productive maintenance -changeover/setup time -batch size reduction-production leveling.

UNIT 4 VALUE STREAM MAPPING:**9 Hrs.**

Application to the factory simulation scenario-line balancing- Poke Yoke – kanban – overall equipment effectiveness. Value stream mapping and Spaghetti charts. Lean production preparation- system assessment, process and sources of waste. Employee involvement – importance of quality culture.

UNIT 5 JUST IN TIME MANUFACTURING:**9 Hrs.**

Introduction -elements of JIT -uniform production rate-pull versus push method-Kanban system - small lot size-quick, inexpensive set-up-continuous improvement. Optimized production technology. ONE-PIECE FLOW: Process razing techniques –cells for assembly line .

*Cast Study is Mandatory

TEXT / REFERENCE BOOKS

- Ronald G Askin , "Design and Analysis of Lean Production system", John Wiley and Sons, New York, 2003.
- Bedworth D D, "Integrated Production Control Systems Management, Analysis, Design", John Wiley and Sons, New York, 1987
- Vollman T E, "Manufacturing Planning and Control Systems", Galgotia Publication (P) Ltd., New Delhi, 2004.

COURSE OUTCOMES

- CO1 - Understand Lean management approaches and principles
- CO2 - Apply lean techniques for improving organizational performance.
- CO3 - Evaluate lean techniques for continuous improvement
- CO4 - Assess value stream mapping for effective decision making.
- CO5 - Practice Just in Time for optimised production
- CO6 - Develop lean management strategies for competitive and economic advantage in business.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SCA6607	APPLICATION SOFTWARE FOR MANAGEMENT	L	T	P	Credits	Total Marks
		0	0	3	2	100

COURSE OBJECTIVE

- To create, edit, and enhance standard business documents using Microsoft Office Word.
- To build advanced multimedia computing applications comprising of images, videos, and audio.

UNIT 1 OFFICE MANAGEMENT**9 Hrs.**

Ms Word & Excel: Exercises to familiarize word, spreadsheet, PowerPoint presentation, graphs and diagrams.

UNIT 2 DATABASE USING MSOFFICE**9 Hrs.**

Data base : Exercises on database creation, manipulation and transaction using query languages, input and output.

Design : Exercise on I/O design. Integration: Designing an application and integrating database and front end.

UNIT 3 HTML I**9 Hrs.**

Introduction to HTML, Creation of new file title, tags, horizontal rule, link to email, line break, contact in multiple paragraphs using various colours. Creation of simple self introduction page using numbered list and frames.

UNIT 4 HTML II**9 Hrs.**

Creation of HTML from listing label, text box, radio button, check box and Image, creation and display of an advertisement.

UNIT 5 MULTIMEDIA APPLICATION USING FLASH**9 Hrs.**

Motion Tweening and shape Tweening, text and 3D animation, image slide shows, manipulating with symbols.

SBA6531	SPSS LAB	L	T	P	Credits	Total Marks
		0	0	3	2	100

SUGGESTED LIST OF EXERCISES**COURSE OBJECTIVE**

- To provide a hands on experience in doing statistical analysis using SPSS software.
 - Introduction to SPSS - Creation and alteration of a file
 - Result Analysis
 - Investment analysis
 - Frequency analysis - Preparation of charts and diagrams
 - Cross tabulation
 - Regression
 - Correlation
 - Rank Correlation
 - ANOVA
 - Chi-square test

S41PT	PROFESSIONAL TRAINING	L	T	P	CREDITS	TOTAL MARKS
		0	0	10	5	100

While class room learning provides the fundamental theory and principles, Professional Training offers an opportunity to hone them by exposing the students to practicing Managers and practical corporate environment which will enhance their employability. Students are required to undergo "Professional Training" for a period of 3 to 4 weeks in any commercial or non-commercial organization of Private or Government sector in any one functional area of their specialization. Students need to complete the "Professional Training" before the commencement of the level II / Term III and submit a written report summarizing their work experience which will be evaluated through a viva-voce examination. "Professional Training" carries 5 credits.

In lieu of "Professional Training" students can undergo and complete, with the prior approval from the Department, certification courses offered by reputed institutions during the First Level course period. This will also carry 5 credits as an alternative to Internship.

S41PROJ	PROJECT WORK & VIVA VOCE	L	T	P	CREDITS	TOTAL MARKS
		0	0	40	20	100

The objective of the project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries/Research labs.

There shall be three assessments during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the Project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination.

Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory/industry.

S41APROJ2	FINAL PROJECT	L	T	P	Credits	Total Marks
		0	0	0	10	100

The objective of the final project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries / Research labs.

There shall be three assessments during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the Project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination.

Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory/industry.

The time period for the project work is three months.

S41PT	PROFESSIONAL TRAINING	L	T	P	CREDITS	TOTAL MARKS
		0	0	10	5	100

While class room learning provides the fundamental theory and principles, Professional Training offers an opportunity to hone them by exposing the students to practicing Managers and practical corporate environment which will enhance their employability. Students are required to undergo "Professional Training" for a period of 3 to 4 weeks in any commercial or non-commercial organization of Private or Government sector in any one functional area of their specialization. Students need to complete the "Professional Training" before the commencement of the level II / Term III and submit a written report summarizing their work experience which will be evaluated through a viva-voce examination. "Professional Training" carries 5 credits.

In lieu of "Professional Training" students can undergo and complete, with the prior approval from the Department, certification courses offered by reputed institutions during the First Level course period. This will also carry 5 credits as an alternative to Internship.

S41PROJ	PROJECT WORK & VIVA VOCE	L	T	P	CREDITS	TOTAL MARKS
		0	0	40	20	100

The objective of the project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries/Research labs.

There shall be three assessments during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the Project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination.

Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory/industry.

SBAA1101	BUSINESS COMMUNICATION	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand and demonstrate writing and speaking processes through invention and presentation.
- To understand the importance of specifying audience and to select appropriate communication choices.
- To understand and apply modes of expression in communication.

UNIT 1 INTRODUCTION**9 Hrs.**

Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace - Types of Communication - Verbal and Non-Verbal Communication Classification of Communication Channels - **Listening Process**, Guidelines for Listening process, Strategies for Effective Listening, Listening in a Business Context

UNIT 2 MEETING**9 Hrs.**

Types of meeting - how to conduct Seminars and conference, How to conduct meeting, Barriers and how to overcome, Mock meeting in class, How to conduct a Seminars - GD presentation, guide lines for delivery, informative and persuasive, Agenda, Minutes - difference between meeting and GD- **Preparation of speeches.**

UNIT 3 EFFECTIVE WRITING**9 Hrs.**

Meaning, Objectives, Types of written communication Merits and demerits of **Written Communication** - Types of business letters, Layout of a business letter and styles of layout, Practice letter - Resume, Practice letter- Enquiries and replies, Practice letter - Orders and Replies, Practice letter - Complaints, claim and Adjustment.

UNIT 4 VERBAL COMMUNICATION**9 Hrs.**

Report Writing -Importance, Features, Types, Forms,, **Drafting a Report writing**: Role of Technology - Various Communication Devices - Telephone - Cell Phones - Video Conferencing - Intercom - Dictaphone - EPABX - Public address system - Visual aids - ETC - Cost effectiveness of various devices

UNIT 5 NONVERBAL COMMUNICATION**9 Hrs.**

Nature, Types, Functions of body language, facial expression, Effective use of face to face telephonic conversation, Recent trends in communication- E-mail , MMS, Video conferencing , **Understanding cultural effects on communication** , Cultural sensitiveness and cultural context; Inter-cultural factors in interactions; **Adapting to global business**

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Apply business communication strategies and principles to prepare effective communication.
- CO2 - Identify ethical, legal, cultural, and global issues affecting business communication.
- CO3 - Utilize analytical and problem solving skills appropriate to business communication.
- CO4 - Participate in team activities that lead to the development of collaborative work skills.
- CO5 - Select appropriate organizational formats and channels used in developing business messages.
- CO6 - Compose and revise accurate business documents using computer technology.

TEXT / REFERENCE BOOKS

1. Bovee and Thill: Business Communication Today, Tata McGraw Hill, New Delhi.
2. Randall E. Magors: Business Communication; Harper and Row, New York.
3. Webster's Guide to Effective Letter Writing, Harper and Row, New York.
4. Balasubramanyam: Business Communications; Vikas Publishing House, Delhi.
5. Kaul: Business Communication; Prentice Hall, New Delhi.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1102	FINANCIAL ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To acquire conceptual knowledge of the financial accounting.
- To impart skills for recording various kinds of business transactions.
- To gain efficiency in preparation of basic financial statements.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning and Scope of Accounting- Objectives of Accounting- Basic Accounting Concepts-Accounting Transactions- Double Entry Book Keeping - Journal -Ledger- Preparation of Trial Balance- Preparation of Cash Book.

UNIT 2 FINAL ACCOUNTS**9 Hrs.**

Preparation of Final Accounts of a Sole Trading Concern - Adjustments -Preparation of Receipts and Payments Account, Income and Expenditure Account and Balance Sheet of Non-Trading Organizations.

UNIT 3 RECTIFICATION OF ERRORS AND BANK RECONCILIATION STATEMENT**9 Hrs.**

Classification of Errors - Rectification of Errors - Preparation of Suspense Account - Bank Reconciliation Statement - Need and preparation.

UNIT 4 DEPRECIATION AND INSURANCE CLAIMS**9 Hrs.**

Depreciation- Meaning- Causes -Types -Straight Line method- Written down value method-Concept of useful life under Companies Act, 2013- Insurance Claims - Calculation of Claim Amount-Average Clause.

UNIT 5 SINGLE ENTRY SYSTEM**9 Hrs.**

Meaning and Features of Single Entry System -Defects- Difference between Single Entry and Double Entry System- Methods of Calculation of Profit - Statement of Affairs Method- Conversion Method.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the principles and concepts of financial accounting.
- CO2 - Interpret and analyze financial statements.
- CO3 - Calculate depreciation.
- CO3 - Evaluate Independently reconciliation of accounts.
- CO4 - Estimate the claim amount on Insurance.
- CO5 - Differentiate between single entry and double entry system of book keeping.

TEXT / REFERENCE BOOKS

- Gupta R.L. & Gupta, V.K. Advanced Accounting Vol. I, Sulthan Chand & Sons, 13th Edition, 2018.
- Jain & Narang, Financial Accounting, Kalyani Publishers, 12th Edition, 2014.
- Reddy T.S. & Murthy A, Financial Accounting, Margham Publications, 2012.
- Shukla & Grewal, Advanced Accounting, S.Chand & Co., 2018

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section A and B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1103	BUSINESS ECONOMICS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of Economics in Business.
- To gain knowledge of Micro and Macro Economic environment.
- To analyze the different market structures.

UNIT 1 INTRODUCTION**9 Hrs.**

Definition, Nature, Scope & Limitation of Economics as an art or Science. **Relevance of Economics in Business Management**, Utility analysis, Marginal Theory of utilities and Equi-Marginal theory of utility.

UNIT 2 DEMAND AND SUPPLY FUNCTIONS**9 Hrs.**

Meaning of demand - Demand theory and objectives, Demand analysis. Demand schedule. Demand Curve - Laws of Demand - Elasticity of Demand Types and Measurement - Indifference curves analysis Laws of Supply - Elasticity of Supply - Consumer Equilibrium - Consumer Surplus

UNIT 3 PRODUCTION**9 Hrs.**

Production - Meaning and Analysis - **Production function** - Laws of production, Laws of increasing returns and Laws of constant returns -Laws of Returns to Scale - Equal product curves and Producers equilibrium

UNIT 4 MARKET ANALYSIS**9 Hrs.**

Market analysis - Nature of market - Types of markets and their characteristics - pricing under different market structures - Perfect - Monopoly - oligopoly and Monopolistic completion - Price discrimination under monopoly competition.

UNIT 5 THEORIES OF FACTOR PAYMENT**9 Hrs.**

Theories of factor pricing, factor pricing Vs. product pricing - Theories of rent, theories of interest, theories of wages, theories of profit, Concept of profit maximization.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Economic Principles such as utility analysis, Marginal Theory in Business.
- CO2 - Forecast Demand and Supply.
- CO3 - Identify Production and Cost Estimates.
- CO4 - Examine Market Structure and Pricing Practices.
- CO5 - Analyze Economic Policies.
- CO6 - Discuss various theories of Rent, Interest, Wages and Profit.

TEXT / REFERENCE BOOKS

1. S.Shankaran, Business Economics, Margham Publications, 3rd Edition, 2012.
2. P.L. Mehta, Managerial Economics- Analysis, Problems & Cases, Sultan Chand & Sons, 19th Edition, 2013.
3. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai - 04, 20th Edition, 2011.
4. C.M.Chaudhary, Business Economics, RBSA Publishers, 2000.
5. H.L. Ahuja, Business Economics - Micro & Macro - Sultan Chand & Sons, 12th Edition, 2007.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1104	BUSINESS ORGANISATION	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of the business, organization.
- To know the various forms of organization.
- To identify the various sources of finance for the business organisation

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning and definition of business essentials & scope of business Classification of Business Activities, Meaning, Definition, Characteristics and objectives of Business Organisation, Evolution of Business Organisation. Modern Business, Business & Profession.

UNIT 2 ESTABLISHING A NEW BUSINESS UNIT**9 Hrs.**

Business Unit, Establishing a new business unit. Meaning of Promotion. Features for business, Plant location, Plant Layout & size of business unit.

UNIT 3 FORMS OF BUSINESS ORGANISATION**9 Hrs.**

Forms of Business Organisation. Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives.

UNIT 4 BUSINESS COMBINATION**9 Hrs.**

Business Combination Meaning Causes, Objectives, Types and Forms Mergers, Takeovers and Acquisitions.

UNIT 5 BUSINESS FINANCE**9 Hrs.**

Business Finance: Financial need of Business methods & sources of finance - Security Market, Money Market, Study of Stock Exchange & SEBI.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Classification of business activities.
- CO2 - Understand the importance of location of industry.
- CO3 - Knowledge about various forms of business organization.
- CO4 - Various business combinations.
- CO5 - Awareness about primary and secondary market.
- CO6 - Knowledge about Trade - association.

TEXT / REFERENCE BOOKS

1. Dr. Y.K. Bhosyshan, Business Organisation and Management, Sultan & Son Publication.
2. Dr.T. Ramasamy- Business Organisation, Himalaya Publication References.
3. Dr.V. Nagfajothi- Business Organisation, Himalaya Publication
4. Dr. Sherlekar-Modern Business Organisation and Management, Himalaya Publication.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1201	ADVANCED FINANCIAL ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the financial accounting concepts of departments and branches.
- To prepare accounts for hire purchase and installment system.
- Learn the methods of maintaining partnership accounts.

UNIT 1 BRANCH ACCOUNTS**9 Hrs.**

Meaning - Dependent Branches - **Stock and Debtor's System** - Distinction between Whole Sale Profit and Retail Profit - Independent Branch (Foreign Branches Excluded).

UNIT 2 DEPARTMENTAL ACCOUNTS**9 Hrs.**

Meaning - **Basis for Allocation of Expenses** - Inter Departmental Transfer at Cost or Selling Price - Treatment of Expenses which cannot be allocated.

UNIT 3 HIRE PURCHASE AND INSTALLMENT PURCHASE SYSTEM**9 Hrs.**

Hire Purchase and Trading Installment - Default and Repossession - Hire Purchase Trading Account and Installment Purchase System.

UNIT 4 PARTNERSHIP**9 Hrs.**

Admission of a Partner - Retirement of a Partner - Death of a Partner.

UNIT 5 DISSOLUTION OF PARTNERSHIP**9 Hrs.**

Dissolution of a Partnership - Insolvency of a Partner (Application Of Indian Partnership Act 1932) - Insolvency of All Partners - **Gradual Realization of Assets and Piece Meal Distribution.**

Max.45 Hrs.**COURSE OUTCOME**

On completion of the course, student will be able to

- CO1 - Define the concepts of Advanced financial accounting.
- CO2 - Prepare Departmental and Branch accounts.
- CO3 - Discuss the Hire purchase and Installment system.
- CO4 - Analyze the financial statements for partnership.
- CO5 - Determine the accounting treatment for admission and retirement of partners.
- CO6 - Elaborate the procedure of dissolution of a firm.

TEXT / REFERENCE BOOKS

1. P.C. Tulsian & Bharat Tulsian, Financial Accounting, S Chand Publication, 2nd Edition, 2016.
2. Narayanaswamy R, Financial Accounting, PHI Learning Pvt Ltd, 6th Edition, 2017.
3. M. Hanif & A. Mukherjee, Financial Accounting I, McGraw Hill Education, 4th Edition, 2018.
4. Prasanna Chandra, Fundamentals of Financial Accounting, McGraw Hill Education, 6th Edition, 2017.
5. T.S. Reddy & A.Murthy, Financial Accounting, Margham Publications, 2012.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks : 100****Exam Duration : 3 Hrs.****PART A :** 10 Questions of 2 marks each - No choice**20 Marks****PART B :** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1202	PRINCIPLES OF MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To gain knowledge about the basic theories of management.
- To elaborate the process of various functions of management.
- To practice management concepts in decision making.

UNIT 1 INTRODUCTION**9 Hrs.**

Concept, nature, process and significance of management; Managerial roles and Skills; Development of management through; Classical and neo - classical systems; Contingency approaches: - Robert Owen, Taylor Fayol and Elton Mayo.

UNIT 2 PLANNING**9 Hrs.**

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

UNIT 3 ORGANIZING**9 Hrs.**

Meaning - Types of Organization (Line and Staff, Committees, Projects, Matrix) - Organizational structure - Span of Control - Departmentalization - Informal Organization- Authority - Delegation - Decentralization- Responsibility.

UNIT 4 STAFFING AND DIRECTING**9 Hrs.**

Concept of Staffing - Recruitment and Selection - Training and development - Performance Appraisal - Career Development- Leadership; Concept and Styles- Theories of Leadership- Motivation: Concept and Importance; Maslow Need Hierarchy Theory; Herzberg Two Factors Theory.

UNIT 5 CO-ORDINATION**9 Hrs.**

Controlling - Meaning, importance -Control Process - Tools and Techniques - Coordination - Need for Co-ordination - Types - Techniques- Requisites for excellent Co-ordination.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Relate the management functions of planning, organizing, leading, and controlling
- CO2 - Understand the importance of decision making in management.
- CO3 - Identify organizational structures and effective span of management
- CO4 - Distinguish between Authority and Responsibility
- CO5 - Determine suitable Control Techniques
- CO6 - Formulate Coordination

TEXT / REFERENCE BOOKS

1. C.B Gupta, Management Principles.
2. L.M Prasad, Principles and Practices in Management.
3. Dinkar Pagare, Business Management.
4. P.C. Tripathi & P.N. Reddy, Principles of Management.
5. Wehrich and Koontz, Essentials of Management; Tata McGraw.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1203	INDIAN ECONOMY	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To Understand the features of economic growth and development.
- To identify the role of industries in economic development.
- To grasp the major economic problems in India.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to economic system- Concept and Measures of Development and Underdevelopment- - Natural resources - Human Development - population: size, growth rates - rural & urban migration, **Human development Index**- Composition of national income.

UNIT 2 AGRICULTURE**9 Hrs.**

Agriculture - Contribution to economic development - Green Revolution and the two phases of green revolution - Irrigation - Live stock resources - Public Distribution System and Food security -Agricultural Finance - **Role of NABARD & RRB's in Rural Credit**- Agricultural Marketing.

UNIT 3 INDUSTRY**9 Hrs.**

Industry - Large and Small scale Industries - **Role of industries in economic development** -Industrial licensing policy- FEMA, FERA- MSME- Role of Public sector enterprisers in India's industrialization. Financial Sector: Sources of Finance - Foreign Trade and balance of trade and Balance of Payments; Role of FDI.

UNIT 4 POLICY REGIMES**9 Hrs.**

The evolution of planning - Economic development under Five Year Plans - New Economic Reforms- Indian Economic Policies- Monetary and Fiscal policies.

UNIT 5 INFRASTRUCTURE AND CONTEMPORARY CONCEPTS**9 Hrs.**

Infrastructure - Types- Role in Economic development - Inflation: Causes of rising and falling inflation, inflation and interest rates -Unemployment - Brain Drain - Labour market and its interaction with production system.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the basic characteristics of economic growth and development in India.
- CO2 - Reflect the sectoral trends and issues.
- CO3 - Discuss the Structural Changes in Indian economy.
- CO4 - Analyze the new economic policies.
- CO5 - Determine the Role of infrastructure in Economic Development.
- CO6 - Elaborate the contemporary issues in Indian economy.

TEXT / REFERENCE BOOKS

1. Ashwani Mahajan, Indian Economy, S.Chand, 72nd Edition, 2016.
2. Ramesh Singh, Indian Economy, McGraw Hill Education, 9th Edition, 2017.
3. Sankarganesh Karuppiiah, Indian Economy Key Concepts, 5th Edition, 2017.
4. Uma Kapila, Indian Economy Performance and Policies, 19th Edition, 2017.
5. Ishwar C Dhingra, March of the Indian Economy, Heed Publications Pvt. Ltd, 2016.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1204	ENVIRONMENTAL STUDIES	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand core concepts of eco systems and resources.
- To demonstrate awareness, knowledge in environmental problem-solving.
- To practice environmental ethics.

UNIT 1 INTRODUCTION AND ECO SYSTEMS**9 Hrs.**

Multidisciplinary Nature of Environmental Studies - Scope and Importance - Concept of **sustainability and Sustainable Development**. Eco systems- Meaning - Structure and function of ecosystem - Energy flow in an ecosystem - food chains, food webs and ecological succession - Forest ecosystem - Grassland ecosystem - Desert ecosystem - Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries).

UNIT 2 NATURAL RESOURCES**9 Hrs.**

Renewable and Non-renewable Resources - Land resources and land use change; Land degradation, soil erosion and desertification - **Deforestation: Causes and impacts** due to mining, dam building on environment, forests - biodiversity and tribal populations - Water: Use and over-exploitation of surface and ground water, floods, droughts, conflicts over Water (inter-state).-Energy resources: Renewable and non renewable energy sources, use of alternate energy sources, growing energy needs.

UNIT 3 ENVIRONMENTAL POLLUTION**9 Hrs.**

Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution.-Nuclear hazards and human health risks. - Solid waste management: Control measures of urban and industrial waste. - **Pollution case studies**.

UNIT 4 ENVIRONMENTAL POLICIES AND PRACTICES**9 Hrs.**

Environmental Policies & Practices -Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture 2/2 - Environment Laws: Environment Protection Act; Air (Prevention & Control of Pollution) Act; Water (Prevention and control of Pollution) Act; Wildlife Protection Act; Forest Conservation Act. International agreements: Montreal and Kyoto protocols and Convention on Biological Diversity (CBD).

UNIT 5 HUMAN COMMUNITIES AND THE ENVIRONMENT**9 Hrs.**

Human population growth: Impacts on environment, human health and welfare. - Resettlement and rehabilitation of project affected persons; case studies. - Disaster management: floods, earthquake, cyclones and landslides. - Environmental movements: Chipko, Silent valley, Bishnois of Rajasthan.- **Environmental ethics**: Role of Indian and other religions and cultures in environmental conservation.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the links between human and natural systems
- CO2 - Examine the interdisciplinary nature of environmental issues.
- CO3 - Analyze the environmental affairs with a focus on sustainability.
- CO4 - Classify resources and uses.
- CO5 - Appreciate the ethical and cross-cultural environmental policies
- CO6 - Discuss Human communities and environment

TEXT / REFERENCE BOOKS

1. Carson R., Silent Spring. Houghton Mifflin Harcourt, 2002.
2. Gadgil M. & Guha R., This Fissured Land: An Ecological History of India, Univ. of California Press, 1993.
3. Gleeson B. and Low N. (eds.), Global Ethics and Environment, London, Routledge, 1999.
4. Gleick P.H., Water in Crisis. Pacific Institute for Studies in Dev., Environment & Sec.Oxford Univ.Press, 1993.
5. Groom Martha J., Gary K. Meffe and Carl Ronald Carroll, Principles of Conservation Biology, 2006.
6. Grumbine R. Edward and Pandit M.K., Threats from India's Himalaya dams, Science, 2013..
7. McCully P., Rivers no more: the environmental effects of dams, Zed Books, 1996.
8. McNeill, John R., Something New Under the Sun: An Environmental History of the Twentieth Century, 2000.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1205	HUMAN RESOURCE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To acquaint students with the techniques and principles of HRM.
- To manage human resource of an organization.

UNIT 1 INTRODUCTION**9 Hrs.**

Human Resource Management: Concept and Functions, Role, Skills and competencies of HR Manager, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System.

UNIT 2 ACQUISITION OF HUMAN RESOURCE**9 Hrs.**

Human Resource Planning- Quantitative and Qualitative dimensions; job analysis - job description and job specification; Recruitment - Concept and sources; Selection - Concept and process; test and interview; Placement, induction and orientation.

UNIT 3 TRAINING AND DEVELOPMENT**9 Hrs.**

Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role-Specific and Competency-Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development.

UNIT 4 PERFORMANCE APPRAISAL**9 Hrs.**

Nature, objectives and importance; Modern techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions; Compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation.

UNIT 5 MAINTENANCE**9 Hrs.**

Employee health and safety; employee welfare; social security; Employer-Employee relations- an overview; grievance-handling and redressal; Industrial Disputes: causes and settlement machinery.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Acquire sound knowledge of aspects of Human Resource Management in an organization
- CO2 - Demonstrate the process of Acquisition
- CO3 - Design Training and Development Programmes
- CO4 - Analyze methods of performance appraisal and compensation
- CO5 - Evaluate employer employee relations
- CO6 - Explain current law, rules, and regulations related to industrial disputes and settlement Machinery

TEXT / REFERENCE BOOKS

1. Gary Dessler, A Framework for Human Resource Management. Pearson Education.
2. DeCenzo D.A. and S.P. Robbins, Personnel/Human Resource Management, Pearson Education.
3. Bohlendar and Snell, Principles of Human Resource Management, Cengage Learning.
4. TN Chhabra, Human Resource Management, Dhanpat Rai & Co., Delhi.
5. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1206	BUSINESS LAW	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To impart basic knowledge of the important business legislation.
- To comprehend the laws relating to business.
- To provide awareness on consumer protection.

UNIT 1 INDIAN CONTRACT ACT, 1872: GENERAL PRINCIPLES OF CONTRACT**9 Hrs.**

Contract Act -Definition, Classification -Essentials of a Contract -Offer and Acceptance- Consideration -Contractual Capacity -Free Consent -Legality of Object- Void agreements- Performance of Contract -Modes of Discharge of Contract -Remedies for Breach of Contract.

UNIT 2 INDIAN CONTRACT ACT, 1872: SPECIFIC CONTRACTS**9 Hrs.**

Contract of Indemnity and Guarantee - Contract of Bailment and Pledge- Contract of Agency.

UNIT 3 SALE OF GOODS ACT, 1930**9 Hrs.**

Contract of sale, meaning and difference between sale and agreement to sell- Conditions and warranties - Transfer of ownership in goods including sale by a non-owner - Performance of contract of sale - Unpaid seller - meaning, rights of an unpaid seller against the goods and the buyer.

UNIT 4 PARTNERSHIP LAWS**9 Hrs.**

The Partnership Act, 1932 -. Nature and Characteristics of Partnership - Registration of a Partnership Firms -. Types of Partners - Rights and Duties of Partners - Implied Authority of a Partner - Incoming and outgoing Partners - Mode of Dissolution of Partnership - The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Differences between LLP and Partnership, LLP and Company.

UNIT 5 NEGOTIABLE INSTRUMENTS ACT 1881**9 Hrs.**

The Negotiable Instruments Act 1881 - Meaning, Characteristics and Types of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque - Holder and Holder in Due Course, Privileges of Holder in Due Course. - Negotiation: Types of Endorsements - Crossing of Cheque - Bouncing of Cheque.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate an understanding of the Legal Environment of Business.
- CO2 - Identify the fundamental legal principles behind contractual agreements.
- CO3 - Describe the legal aspects for creating an agency and the rights and duties of an agent.
- CO4 - Explain the fundamentals of act of sale of goods.
- CO5 - Understand the framework of partnership laws.
- CO6 - Discuss negotiable instruments act.

TEXT / REFERENCE BOOKS

1. N.D. Kapoor, Elements of Mercantile Law, Sultan Chand & Co. Ltd.
2. RSN Pillai & Bhagavathy Business Law, Sultan Chand & Co. Ltd.
3. Dr. V.K. Agarwal Law of Consumer Protection, Bharath Law House.
4. B.N. Tandon, Principles of Mercantile Law -- Sultan Chand & Co. Ltd.
5. Davar, Mercantile Law -- Sultan Chand & Co. Ltd.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1301	CORPORATE ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of corporate accounting.
- To obtain knowledge of issue and redemption of shares and Debentures.
- To learn the techniques of preparing the financial statements.

UNIT 1 ISSUE OF SHARES AND DEBENTURES**9 Hrs.**

Issue of shares - various kinds of shares - Forfeiture - Re-issue - Issue of Debentures - **Underwriting of Shares** - Underwriting of Debentures.

UNIT 2 REDEMPTION OF PREFERENCE SHARES**9 Hrs.**

Redemption of Preference Shares - Redemption of Debentures - Acquisition of Business - Profits Prior to Incorporation.

UNIT 3 COMPANY FINAL ACCOUNTS**9 Hrs.**

Preparation of Company Final Accounts as per Companies Act 2013 - Computation of Managerial Remuneration.

UNIT 4 VALUATION OF GOODWILL AND SHARES**9 Hrs.**

Goodwill - Meaning, Definition -Valuation of Goodwill - **Methods of Valuation of Goodwill** - Valuation of Shares - Various Methods of Valuation of Shares.

UNIT 5 INTERNAL RECONSTRUCTION**9 Hrs.**

Alteration of Share Capital - Capital Reduction - Internal Reconstruction - Methods of Internal Reconstruction.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the basic concepts of accounting for corporate.
- CO2 - Demonstrate proficiency in accounting treatment of issue and redemption of shares and debentures.
- CO3 - Explain the process of underwriting of shares and debentures.
- CO4 - Prepare the final accounts of company.
- CO5 - Evaluate the goodwill and shares of a business.
- CO6 - Discuss the practical applications of Internal Reconstruction.

TEXT / REFERENCE BOOKS

1. R.L.Gupta, Advanced Accountancy, Sultan Chand & Sons.
2. Jain & Narang, Advanced Accountancy, Kalyani Publishers.
3. Reddy & Murthy, Corporate Accounting, Margham Publication.
4. M.A.Arulanandam and K.S.Raman, Advanced Accountancy, Himalaya Publications.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section A and B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1303	PRINCIPLES AND PRACTICES OF BANKING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To impart knowledge about the basic principles of the banking.
- To Practice procedures relating to deposit and credit, documentation, monitoring and control.
- To gain insight into the rudiments of e-banking.

UNIT 1 INTRODUCTION**9 Hrs.**

Origin of banking: definition, banker and customer relationship, General and special types of customers, Origin and growth of commercial banks in India. **Financial Services offered by banks, changing role of commercial banks**, types of banks.

UNIT 2 DEPOSITS**9 Hrs.**

Banker-**Customer Relations** -Different Deposit Products - Mandate and Power of attorney; Banker's lien - right of set off. Payment and Collection of Cheque - duties and responsibilities of paying and collecting banker-**protection available to paying and collecting banker under NI Act** - endorsements - forged instruments - bouncing of cheques and their implications

UNIT 3 BANKING LENDING**9 Hrs.**

Principles of lending - various credit Products/ Facilities - working capital and term loans - **Credit Appraisal Techniques** - Approach to lending; - credit management - credit monitoring -NPA Management - Priority Sector Lending -Factoring, - Ancillary Services: Remittances, Safe Deposit lockers etc.

UNIT 4 BANKING REGULATIONS AND FINANCIAL STABILITY**9 Hrs.**

Need and importance of Banking regulation in India, Banking Regulation Act,1949; **KYC and AML guidelines**, Banking Fraud, Banking Code, BASEL norms, SARFAESI ACT, ARCs, Banking ombudsman scheme; policies with respect to priority sector and MSMEs.

UNIT 5 ELECTRONIC BANKING**9 Hrs.**

E banking - Meaning, Benefits, Home banking, Mobile banking, Internet Banking Virtual banking, E-payments, ATM Card/ Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash, Payment Banks, NAACH, Rupay cards and Aadhar Based Bridge Payments- **Risks in e-banking**.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concept of banking, its significance and functions.
- CO2 - Demonstrate theoretical knowledge on payment and collection of Cheques.
- CO3 - Describe the procedure and precautions to be adopted by bankers while making deposits and lending.
- CO4 - Discuss the provisions of banking regulations.
- CO5 - Explain the role of e-banking in the modern era.
- CO6 - Realise the threats in e banking.

TEXT / REFERENCE BOOKS

1. Indian Financial System, M.Y.Khan, Tata McGraw Hill.
2. "Legal and Regulatory Aspects of Banking" by Macmillan Publishers India Ltd.
3. "Banking Theory and Practice" by Dr. P.K. Srivastava, Himalaya Publishing House, Mumbai.
4. "Banking Theory, Law and Practice" by E. Gordon and K. Natarajan, Himalaya Publishing House, Mumbai.
5. "Business Law for management" by K.R. Bylchandani, Himalaya Publishing House, Mumbai.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1304	BUSINESS TAXATION	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To make the students to gain Knowledge of the Principles of Indirect Taxation.
- To highlight the students about Customs duty.
- To enable the students to gain knowledge of Goods and Services Tax (GST).

UNIT 1 INTRODUCTION**9 Hrs.**

Objectives of Taxation - **Canons of Taxation** - Tax system in India - Direct and Indirect Taxes - Meaning and Types - Powers of Union and States to levy taxes.

UNIT 2 CENTRAL EXCISE DUTY**9 Hrs.**

Classification - **Levy and Collection of Excise Duty** - Clearance of Excisable goods - Exemption from Excise Duty - **Excise and Small Scale Industries - Excise and Exports** - Demand, Refund, Rebate of Central Excise Duty - Offences and Penalties - Settlement - Appellate Provisions.

UNIT 3 CUSTOMS DUTY**9 Hrs.**

Meaning - **Levy and Collection of Customs Duty** - Organization of the Customs Department - Officers of the Customs - Powers - Appellate machinery - Infringement of the law - Offences and Penalties - Exemption from Duty - Customs Duty Drawback - Duty Free Zones.

UNIT 4 GST - OVERVIEW AND CONCEPTS**9 Hrs.**

Background behind implementing GST - The need for GST- Business impact -Benefits of GST-SGST-CGST and IGST - Taxes covered by GST- Definitions - Scope and Coverage Scope of supply-Levy of tax - Rate Structure -Taxable Events.

UNIT 5 GST - ASSESSMENT PROCEEDINGS**9 Hrs.**

Return - Refunds - Input Tax Credit - Reverse charge Mechanism, Transitional Provisions composition under GST- Administrative structure of GST - Officers as per CGST Act - Officers as per SGST Act - Jurisdiction - Appointment Powers.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Enable to know about the Tax system in India.
- CO2 - Explain the levy, collection methods, offences, penalties and settlement of Central Excise Duty.
- CO3 - Enlighten about the customs duty levy & amp; collections, exemptions offences and penalties etc.
- CO4 - Know about the concepts of GST in India.
- CO5 - Understand the provisions relating to GST.
- CO6 - Describe the procedure of appointment and powers of the officers of GST.

TEXT / REFERENCE BOOKS

1. V.S.Daty, GST-Input Tax Credit, Taxmann Publishers. 2nd Edition.
2. Swetha Jain, GST Law & Practice, Taxmann Publishers.
3. C.A.Anurag Pandey, Law & Practice of GST, Sumedha Publication House.
4. Dr.Vandana Banger, Beginner's, Guide Aadhyaya Prakashan Publishers.
5. Dr.M.Govindarajan, A Practical Guide, Centax Publishers.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1305	ELEMENTS OF OPERATIONS RESEARCH	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of Operation Research.
- To provide solutions for real time problems mathematically.
- To apply the OR techniques for decision making.

UNIT 1 INTRODUCTION AND LINEAR PROGRAMING PROBLEM (LPP)**9 Hrs.**

Introduction to Operations Research, Nature and Scope, Phases of OR, managerial application of Operation Research, limitations of OR. - Linear Programming Problems (LPP), Formulation of LPP, **Method of solving LPP**- Graphical Method - Simplex Method.

UNIT 2 TRANSPORTATION**9 Hrs.**

Transportation Model-Initial Solution by North West Corner Method-Least cost Method and Vogel's Approximation Method (VAM) - Moving towards optimality- Modified Distribution Method. (Special cases: Unbalanced, degeneracy).

UNIT 3 ASSIGNMENT**9 Hrs.**

Assignment Problems- Hungarian Algorithm- Formulation and Solution of Minimization and Maximization Problems- Restricted Assignment - Travelling Salesman Problem

UNIT 4 SEQUENCING AND GAME THEORY**9 Hrs.**

Sequencing, Johnson's Algorithm, processing of 'n' Jobs through 'm' machines (2 machines and 3 machines) - Game theory, Characteristics, Two persons game, Pure and Mixed Strategies, Saddle Point, Value of the game, Rules of Dominance, Graphical Solutions of 2 x M and N x 2 game

UNIT 5 - REPLACEMENT**9 Hrs.**

Replacement problem. Replacement of assets that fails gradually - with and without time value of money consideration, Replacement of assets that fail suddenly, Individual and Group replacement

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate coherent knowledge of the underlying principles and concepts in operations research
- CO2 - Describe a real-world problem, given in words and develop it into a mathematical formulation.
- CO3 - Analyse the mathematical tools that are needed to solve optimization problems.
- CO4 - Solve linear programming problems using appropriate optimization techniques, interpret the results obtained
- CO5 - Calculate appropriate time to replace the assets
- CO6 - Propose the best strategy using decision making methods under uncertainty and game theory

TEXT / REFERENCE BOOKS

1. Kapoor. V.K., Problems and Solutions in Operations Research, Sultan Chand & Sons, New Delhi, 2017.
2. Sundaresan. V, Ganapathy. K.S, Ganesan. K., Resource Management Technique, AR Publications, 2015.
3. Hamdy Taha, Operations Research, Pearson Education, 9th Edition, 2014.
4. Sharma J.K, Operations Research, Macmillan Business Books, 5th Edition, 2012.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section A and B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1306	ORGANISATIONAL BEHAVIOUR	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To help the students to develop cognizance of the importance of human behaviour.
- To enable students to describe how people behave under different conditions.
- To provide the students to analyse specific strategic human resources demands for future action.

UNIT 1 INTRODUCTION TO ORGANISATIONAL BEHAVIOUR**9 Hrs.**

Introduction to Organizational Behaviour - Importance of Organizational Behaviour - Key Elements of Organizational Behavior, Role of Managers in OB- Interpersonal Roles-Informational Roles- Decisional Roles, Foundations or Approaches to Organizational Behavior, Challenges and Opportunities for OB -**Organization Design and Structure**, Basic elements of **Organization Structure**, Types of Organization Design.

UNIT 2 INDIVIDUAL IN THE ORGANIZATION**9 Hrs.**

Personality - Concept, Determinants, personality Traits. - Perception - Concept, Process, Distortion, Selectivity, Implications. - Learning - Theory, Reinforcement Principles, Behavior Modification, Creativity. - Attitude and Values - Formation, Measurement, Change, Beliefs and Values.

UNIT 3 INTERPERSONAL BEHAVIOR AND MOTIVATION**9 Hrs.**

Motivation - Theories of Motivation (Maslow, McClelland, McGregor Herzberg, Vroom, Porter & Lawler, Argyris), Implications of Employees. - Stress: Concept - Individual and group stress - coping strategies- Nature and meaning of Interpersonal Behavior, Concept of Self, Transaction Analysis (TA), Benefits and uses of Transactional Analysis, Johari Window Model.

UNIT 4 GROUPS IN THE ORGANIZATION**9 Hrs.**

Group - Concepts, Types, Features, Norms & Behavior. Stages, Group Cohesiveness - Communication - Process, Barriers, Networks, Effective Methods. - Leadership - Concept, Theories - Trait, Behavioral, Situational, Contingency, Styles, Managerial Grid - Conflict - Process, Types, Conflict Management.

UNIT 5 ORGANIZATIONAL CULTURE, CHANGE AND DEVELOPMENT**9 Hrs.**

Types of Organizational Culture, Socialization Process; Organizational Change Need, change Process, Resistance to Change, Change Agents, **Organizational Development & Intervention Strategies** - Power and Politics: Power and its Two Faces, Sources of Power, Organizational Politics.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate the applicability of the concept of organizational behavior.
- CO2 - Analyze management issues as related to organizational behavior.
- CO3 - Evaluate ethical issues as related to organizational behavior.
- CO4 - Examine challenges of effective organizational communication.
- CO5 - Examine the differences and similarities between leadership, power and management.
- CO6 - Assess the impact of culture on organizational behavior.

TEXT / REFERENCE BOOKS

1. Luthans, Fred, Organizational Behavior, 11th Edition, McGraw Hill Education, 2008.
2. Robbins, Vohra, Organisational Behaviour, 15th Edition, 2013
3. Mcshane, Steven and Sharma, Radha, Organisational Behaviour, 5th Edition, McGraw Hill Education, 2012.
4. Kinicki and Kreitner, Robert, Organisational Behaviour, 5th Edition, McGraw Hill Education, 2014.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1307	FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the students with the principles and practices of financial management.
- To gain the knowledge on sources of finance.
- To develop the decision making on financial aspects.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction: Nature of Financial Management: Finance and related disciplines; Objectives :Profit Maximization, Wealth Maximization - Scope of Financial Management - Finance Decision, Finance Manager's Role - Sources of Finance - Time value of money, Risk and return.

UNIT 2 INVESTMENT DECISION**9 Hrs.**

Capital Budgeting - Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index.

UNIT 3 FINANCING DECISION - CAPITAL STRUCTURE**9 Hrs.**

Leverage: Meaning, Measurement of Financial Leverage Operating Leverage and Combined Leverage EBIT-EPS analysis- Capital structure -Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, and Traditional Approach). Determinants of capital structure.

UNIT 4 FINANCING DECISION - COST OF CAPITAL**9 Hrs.**

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC)

UNIT 5 DIVIDEND DECISIONS**9 Hrs.**

Theories for Relevance and irrelevance of dividend decision for corporate valuation- Factors determining dividends- Cash and stock dividends- Dividend policies in practice

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Describe the basic knowledge on financial knowledge.
- CO2 - Discuss the concept of time value of money.
- CO3 - Analyze the leverage effects to form long-term financial policies for business.
- CO4 - Discuss the factors determining capital structure.
- CO5 - Evaluate the various sources of finance.
- CO5 - Explain dividend policies followed in the organizations.

TEXT / REFERENCE BOOKS

1. M.Y. Khan & P.K. Jain, Financial Management, 5th Edition, Tata McGraw Hill, 2018.
2. S.N. Maheswari, Financial Management, 6th Edition, Sultan Chand & Sons, 2018.
3. Prasanna Chandra, Financial Management, 8th Edition, Tata McGraw Hill, 2012.
4. I.M.Pandey, Financial Management, 11th Edition, Vikas Publishing, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1401	ADVANCED CORPORATE ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To develop knowledge of amalgamation, absorption and external reconstruction.
- Gain the knowledge about the insurance company accounts and banking company accounts.
- Understand the process of liquidation of companies.

UNIT 1 MERGER AND ACQUISITION**9 Hrs.**

Amalgamation - Meaning, Definition - Types of Amalgamation - Purchase Consideration - Accounting Problems - Absorption of Companies - External Reconstruction of a company - (Intercompany investments excluded).

UNIT 2 INSURANCE COMPANY ACCOUNTS**9 Hrs.**

Insurance - Meaning, Definition - Types of Insurance - Duties and powers of IRDA - Preparation of Final Accounts of Insurance companies including Balance sheet.

UNIT 3 ACCOUNTS OF BANKING COMPANY**9 Hrs.**

Introduction - Business of Banking Companies - Legal Requirements - **Preparation of Profit and Loss Account** - Guidelines of RBI for Profit and Loss Account - Balance Sheet - Guidelines of RBI for Balance Sheet.

UNIT 4 LIQUIDATION OF COMPANIES**9 Hrs.**

Meaning of Liquidation or Winding up - Modes of winding up - Adjustment of Rights of Contributories - Order of Payment - Statement of Affairs - Liquidator's Final Statement.

UNIT 5 HOLDING COMPANY ACCOUNTS**9 Hrs.**

Meaning and Definition of Holding Company and Subsidiary Company - Legal Requirements relating presentation of accounts - **Preparation of Consolidated Balance Sheet**. (Intercompany holdings excluded).

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Discuss the concepts of Amalgamation, Absorption and external reconstruction.
- CO2 - Calculate purchase consideration for business acquisitions.
- CO3 - Describe the guidelines of RBI for preparation of balance sheet of banking companies.
- CO4 - Prepare the final accounts for insurance companies.
- CO5 - Compute liquidators remuneration and analyse liquidator's final statement of accounts.
- CO6 - Examine consolidated balance sheet of holding companies accounts.

TEXT / REFERENCE BOOKS

1. Gupta R.L. & Radhaswamy M., Advanced Accounts, Sulthan Chand & Sons, New Delhi.
2. Jain S.P. & Narang K.L., Advanced Accounts - Kalyani Publishers.
3. Reddy T.S. & Murthy A., Corporate Accounting, Margham Publications, Chennai.
4. Shukla M.C. & Grewal J.S., Advanced Accounts, S.Chand and Company, New Delhi.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1402	COMPANY LAW	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the laws related with corporate.
- To make the students aware on the recent amendments to Companies Act.

UNIT 1 JOINT STOCK COMPANY**9 Hrs.**

Meaning - Kinds Of Companies - Formation- Incorporation - Memorandum Of Association - Contents And Alteration - Doctrine Of Ultra Vires - Articles Of Association - Contents - Distinction Between The Two - Doctrine Of Indoor Management - Prospectus - Contents - Statements In Lieu Of Prospectus.

UNIT 2 SHARE CAPITAL AND DEBENTURES**9 Hrs.**

Meaning of Shares - Kinds of Shares- Voting rights - Issue of shares at a Premium and Discount - Partly paid shares - Bonus Shares - Rights shares - Sweat Equity Shares -Debentures - Meaning-Types.

UNIT 3 MANAGERIAL PERSONNEL**9 Hrs.**

Directors- legal position - appointment, removal, rights, duties and powers - qualification -Women Directors Independent Directors - Director Identification Number - Other Key Managerial Personnel -Related Party Transactions.

UNIT 4 MEETING AND RESOLUTION**9 Hrs.**

Meeting- Statutory Meeting- Annual General Meeting- Extra ordinary General Meeting- Notice of Meeting-Quorum-Proxy- Board of Directors Meeting-Committee-Types of Committee - Audit Committee-Stake Holders Relationship Committee- Corporate Social Responsibility Committee. Resolutions - Ordinary Resolution - Special Resolution - Resolution requiring special notice.

UNIT 5 WINDING UP OF COMPANY**9 Hrs.**

Modes of Winding up - Winding up by the Court - Voluntary Winding up - Types-Members Voluntary Winding up-Creditors Voluntary Winding up. National Company Law Appellate Tribunal.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate comprehensive knowledge on company law.
- CO2 - Describe the features of joint stock company.
- CO3 - Explain the essential documents of the companies.
- CO4 - Discuss the rights, duties and legal position of managerial personnel of companies.
- CO5 - Evaluate the importance of meetings and Resolutions.
- CO6 - Elaborate the procedure for winding up of companies.

TEXT / REFERENCE BOOKS

1. Kapoor N.D., Business Laws, Sulthan Chand and Sons, New Delhi.
2. Sreenivasan M.R. Business Laws, Margam Publications, Chennai.
3. Shukla M.C. & Gulshan, S.S., Principles of Company Law.
4. Badri Alam S. & Saravanel, Company Law, Himalaya Publications.
5. Gogna P.P.S., Text Book of Company Law, S.Chand & Co.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1206	BUSINESS LAW	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To impart basic knowledge of the important business legislation.
- To comprehend the laws relating to business.
- To provide awareness on consumer protection.

UNIT 1 INDIAN CONTRACT ACT, 1872: GENERAL PRINCIPLES OF CONTRACT**9 Hrs.**

Contract Act -Definition, Classification -Essentials of a Contract -Offer and Acceptance- Consideration -Contractual Capacity -Free Consent -Legality of Object- Void agreements- Performance of Contract - **Modes of Discharge of Contract** -Remedies for Breach of Contract.

UNIT 2 INDIAN CONTRACT ACT, 1872: SPECIFIC CONTRACTS**9 Hrs.**

Contract of Indemnity and Guarantee - Contract of Bailment and Pledge- Contract of Agency.

UNIT 3 SALE OF GOODS ACT, 1930**9 Hrs.**

Contract of sale, meaning and difference between sale and agreement to sell- Conditions and warranties - Transfer of ownership in goods including sale by a non-owner - **Performance of contract of sale** - Unpaid seller - meaning, rights of an unpaid seller against the goods and the buyer.

UNIT 4 PARTNERSHIP LAWS**9 Hrs.**

The Partnership Act, 1932 -. Nature and **Characteristics of Partnership - Registration of a Partnership Firms** -. Types of Partners - Rights and Duties of Partners - Implied Authority of a Partner - Incoming and outgoing Partners - Mode of Dissolution of Partnership - The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Differences between LLP and Partnership, LLP and Company.

UNIT 5 NEGOTIABLE INSTRUMENTS ACT 1881**9 Hrs.**

The Negotiable Instruments Act 1881 - Meaning, **Characteristics and Types of Negotiable Instruments**: Promissory Note, Bill of Exchange, Cheque - Holder and Holder in Due Course, Privileges of Holder in Due Course. - Negotiation: Types of Endorsements - Crossing of Cheque - Bouncing of Cheque.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate an understanding of the Legal Environment of Business.
- CO2 - Identify the fundamental legal principles behind contractual agreements.
- CO3 - Describe the legal aspects for creating an agency and the rights and duties of an agent.
- CO4 - Explain the fundamentals of act of sale of goods.
- CO5 - Understand the framework of partnership laws.
- CO6 - Discuss negotiable instruments act.

TEXT / REFERENCE BOOKS

1. N.D. Kapoor, Elements of Mercantile Law, Sultan Chand & Co. Ltd.
2. RSN Pillai & Bhagavathy Business Law, Sultan Chand & Co. Ltd.
3. Dr. V.K. Agarwal Law of Consumer Protection, Bharath Law House.
4. B.N. Tandon, Principles of Mercantile Law -- Sultan Chand & Co. Ltd.
5. Davar, Mercantile Law -- Sultan Chand & Co. Ltd.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1403	FINANCIAL SERVICES	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of financial services.
- To learn about various financial services.
- To familiarise the role of financial services in the financial system.

UNIT 1 INTRODUCTION**9 Hrs.**

.Financial Services - Concept - Objectives-Functions - Characteristics - Financial Services Market - Concept-Constituents- Growth of Financial Services in India-**Financial Services Sector Problems** - Financial Services Environment - The Forces - Players in Financial Markets-Interest Rate Determination - Macro Economic Aggregates in India.

UNIT 2 MERCHANT BANKING AND PUBLIC ISSUE MANAGEMENT**9 Hrs.**

Definition - Functions - **Merchant Bankers Code of Conduct** - Public Issue Management - Concept- Functions-Categories of Securities Issue- Mechanics of Public Issue Management - Issue Manager - Role of issue Manager-Marketing of Issue - Underwriting-Types-Benefits -Functions.

UNIT 3 LEASING AND HIRE PURCHASE**9 Hrs.**

Lease Financing - definition, characteristics, types of lease, - leasing process - services of the lessor - advantages of leasing - limitation of lease financing. Hire purchasing - Definition and features -Concept of hire purchasing - Rights of hirer- Bank credit for hire purchase-difference between Hire Purchasing and Lease Finance. -Consumer Finance- Mechanics-Sources- Modes-Demand for Consumer Finance.

UNIT 4 VENTURE CAPITAL**9 Hrs.**

Venture Capital - Characteristics, Stages, Institutions.- Credit Rating System- Growth Factors - **Credit Rating Process**- Global and Domestic Credit Rating agencies.

UNIT 5 FACTORING AND MUTUAL FUNDS**9 Hrs.**

Factoring-Mechanism- Functions of a Factor - Factoring Vs bills discounting- Forfaiting - Mutual Funds - Types - Legal Aspects - Advantages.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the fundamentals of financial services and players in financial sectors.
- CO2 - Discuss the functions of financial services.
- CO3 - Evaluate different financing methods.
- CO4 - Explain the various sources of finance in the market.
- CO5 - Describe the regulatory framework of financial services.
- CO6 - Choose the appropriate source of finance.

TEXT / REFERENCE BOOKS

1. Gurusamy S., Essentials of Financial Services, Vijay Nicole Imprints.
2. Gomez Clifford, Prentice Hall of India, Financial Markets, Institutions and Financial Services.
3. Meir Kohn, Financial Institutions and Markets, Oxford University Press.
4. Vasant Desai, Financial Markets and Financial Services, Himalayan Publishing House Pvt. Ltd., 2000.
5. Santhanam B., Financial Services, Margam Publications.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1404	INCOME TAX LAW AND PRACTICE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the provisions of Income Tax Act.
- To create awareness on Tax Assessment Procedures.
- To know about Tax Planning.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning of Income - Canons of taxation and the Income tax act - Important definitions under the income tax act - scope of total income - residential status - income exempt from tax.

UNIT 2 INCOME FROM SALARY**9 Hrs.**

Definition-Allowances- Valuation of perquisites- Deductions from Salary- Gratuity- Pension-Commutation of Pension- Leave Salary- Profits in lieu of Salary- Provident Funds- Deductions under Sec.80.

UNIT 3 INCOME FROM HOUSE PROPERTY AND BUSINESS OR PROFESSION**9 Hrs.**

Income from house property - definition of annual value - deductions from annual value - computation under different circumstances. Income from business or profession - Allowable and not allowable expenses-General deductions - principles - Computation of income from business or profession (Excluding Provision relating to depreciation).

UNIT 4 INCOME FROM CAPITAL GAINS AND OTHER SOURCES**9 Hrs.**

Income under capital gains - short term, long - term capital gains - Exempted capital gains - Computation of capital gains. Income from other sources - as a residuary head of income - their computation - grossing up - deductions in computing income under this head and other related provisions.

UNIT 5 CLUBBING OF INCOME**9 Hrs.**

Clubbing of income- set off - carry forward and set off - Permissible deductions from gross total income- Sec 80C to Sec 80U (simple problem only).

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Explain the sections and provisions of Income tax Act.
- CO2 - Examine the basic concepts of tax rates, liability, penalties and prosecution.
- CO3 - Distinguish taxable income and exempted income.
- CO4 - Determine the individual status.
- CO5 - Compute individual tax and deductions.
- CO6 - Recognise the opportunities for tax saving.

TEXT / REFERENCE BOOKS

1. T.S.Reddy & Y.Harry Prasad Reddy, Income Tax Law and Practice, Margham Publications.
2. Gaur V.P. & Narang D.B., Income Tax Law and Practice, Kalyani Publishers.
3. Vuinod K Singhania and Kapil Singhania, Direct Taxes, Taxman Allied Services Pvt. Ltd.
4. N. Hariharan, Income Tax Law and Practice, Tata McGraw Hill publishing Co. Ltd, New Delhi.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1405	ESSENTIALS OF MARKETING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To provide basic knowledge of concepts, principles, tools and techniques of marketing.
- To understand the implications of marketing strategies.
- To gain knowledge on market segmentation and targeting.

UNIT 1 INTRODUCTION**9 Hrs.**

Nature, **scope and importance of marketing**; Evolution of marketing; Selling vs Marketing; Classification of Markets.- Marketing environment: concept, importance, and components- Elements of Marketing mix.

UNIT 2 MARKET SEGMENTATION AND CONSUMER BEHAVIOUR**9 Hrs.**

Market segmentation: concept, importance and bases; Target market selection; Positioning concept, importance and bases.. Consumer Behaviour: Nature and Importance, **Consumer buying decision process**; Factors influencing consumer buying behaviour.

UNIT 3 PRODUCT AND PRICING**9 Hrs.**

Product classifications; Concept of product mix- **Branding, packaging and labeling**- Product-Support Service- Product life-cycle- New Product Development Process. Pricing: Significance. Factors affecting price of a product. Pricing policies and strategies

UNIT 4 PROMOTION AND CHANNELS OF DISTRIBUTION**9 Hrs.**

Promotion: Nature and importance - **Promotion mix**: advertising, personal selling, public relations & sales promotion- Channels of distribution - Types of distribution channels; Functions of middle man- Wholesaling and retailing; Types of Retailers- e-tailing- Physical Distribution.

UNIT 5 RECENT TRENDS IN MARKETING**9 Hrs.**

Social Marketing, online marketing, direct marketing, services marketing, green marketing, Rural marketing; Consumerism- Consumer Rights, Consumer Grievance Redressal Forums.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Discuss the traditional and contemporary marketing concepts
- CO2 - Develop strategies for developing new products and services
- CO3 - Determine market segments and target customers
- CO4 - Formulate suitable promotion mix
- CO5 - Examine consumer buying behaviours
- CO6 - Evaluate the costs and benefits of marketing channels;

TEXT / REFERENCE BOOKS

1. Rajan Nair, Marketing, Sulthan Chand & Sons, New Delhi.
2. Varshney, Marketing Management, Sulthan Chand & Sons, New Delhi.
3. Chandrasekar K.S., Marketing Management: Text and Cases, Vijay Nicole Imprints.
4. Gandhi J.C., Marketing, Himalaya Publications.
5. Radha, Marketing, Prasanna Publications, Chennai.
6. Santhanam, Marketing, Margham Publications, Chennai.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1406	PRODUCTION MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the basic concepts of Production Management.
- To evaluate between Location and Layout.
- To know about the various Inspection techniques.

UNIT 1 INTRODUCTION TO PRODUCTION MANAGEMENT**9 Hrs.**

Introduction to production and production management: Meaning - Definition - Objectives - Characteristics - Types of **Production System** - Productivity - **Product Design** - Process Planning. **Production planning and control**- Elements, objectives, stages, requirements, measurement of effectiveness of PPC

UNIT 2 FACILITIES LOCATION AND LAYOUT**9 Hrs.**

Introduction to plant location - **location need analysis** - factors affecting plant location decision - comparison of site location area - Introduction to plant layout - essentials of good plant layout - types of layout - process , product, fixed position , group and cell layout.

UNIT 3 MATERIALS HANDLING AND MAINTENANCE**9 Hrs.**

Materials handling- Principles of materials Handling - Materials handling equipment. Maintenance: Types of maintenance, Procedure for maintenance.

UNIT 4 WORK AND METHOD STUDY**9 Hrs.**

Work and Method study - Importance of work study - work study procedures - time study - human considerations in work study - Introduction to method study - objectives of method study - steps involved in method study. Work measurement - objectives of work measurement - techniques of work measurement - computation of standard time - allowance - comparison of various techniques.

UNIT 5 INSPECTION**9 Hrs.**

Inspection : Objectives - Functions - Centralized and Decentralized Inspection - Quality Control: Objectives - Advantages - SQC (Statistical Quality Control) :Techniques - Benefits - Control Charts - Advantages - X Chart - R Chart - C Chart - P Chart - Quality Circle - Characteristics - Advantages.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the fundamentals of Production Management
- CO2 - Evaluate the various types of Location and Layouts
- CO3 - Apply knowledge to evaluate Maintenance Procedures
- CO4 - Use the various techniques of Work Measurement
- CO5 - Develop Statistical Quality Control
- CO6 - Analyze and improve the Inspection Procedures

TEXT / REFERENCE BOOKS

1. Aswathappa K. & Shridhar Bhat K., Production and Operations Mgt., 2nd Edition, Himalaya Publishing House, 2010.
2. Goel B.S., Production and Operations Management, 2nd Edition, Pramod Prakashan Publication, 2006.
3. Chary S., Production and Operations Management, 4th Edition, Tata McGraw Hill, 2009.
4. Panneer Selvam, Production and Operations Management, 2nd Edition, Prentice Hall Inc., 2010.
5. Gopalakrishnan. P., Materials Management, 1st Edition, Tata McGraw Hill, 2004.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1407	OFFICE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the students with the activities in a modern office.
- Understand the facilities provided to the staff working in the office.
- To know the role of secretary in an organisation.

UNIT 1 OFFICE MANAGEMENT - FILING AND INDEXING**9 Hrs.**

Office Management: Meaning of office. Functions of office - primary and administrative management functions, importance of office, duties of the office manager, his qualities and essential qualifications. **Filing and Indexing:** Filing and Indexing - Its meaning and importance, essentials of good filing, centralized vs. decentralized filing, system of classification, methods of filing and filing equipment.

UNIT 2 MAIL AND MAILING PROCEDURE**9 Hrs.**

Meaning and importance of mail: centralization - its advantages - room equipment and accessories, sorting tables and rack - letter opener, time and date stamps, postal franking machine, addressing machine - mailing scales, mailing through post, courier, email, appending files with email. Inward and outward mail.

UNIT 3 MODERN OFFICE EQUIPMENTS**9 Hrs.**

Introduction, meaning and **Importance of office automation**, objectives of office mechanization, advantages, disadvantages, factors determining office mechanization. Kind of office machines: personal computers, photocopier, fax, telephone, telephone answering machine, dictating machines, etc.

UNIT 4 BANKING FACILITIES AND MODE OF PAYMENTS**9 Hrs.**

Types of accounts. Passbook and cheque book. Other forms used in banks. ATM and money transfer - Types of payments handled such as postal orders, Cheque (crossed/uncrossed), post-dated and pre-dated Cheques, stale Cheque, dishonored Cheque.

UNIT 5 ROLE OF SECRETARY**9 Hrs.**

Definition; Appointment; Duties and Responsibilities of a Personal Secretary; Qualifications -Modern technology and office communication, email, voice mail, internet, multimedia, scanner, video-conferencing, web-casting. Agenda and Minutes of Meeting. Drafting, fax-messages, email. **Maintenance of appointment diary**

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the various administrative systems required in an Office.
- CO2 - Apply competency in managing banking transactions.
- CO3 - Develop effective filing system.
- CO4 - Manage office equipment efficiently.
- CO5 - Discuss the roles and responsibilities of personal secretary.
- CO6 - Prepare Agenda and Minutes of Meeting.

TEXT / REFERENCE BOOKS

1. Bhatia R.C. Principles of Office Management, Lotus Press, 1st Edition, 2012.
2. Ghosh Evam Aggarwal: Karyalaya Prabandh, Office Management, Sultan Chand & Sons, 12th Edition, 2015.
3. Chopra R.K., Office Management, Himalaya Publishing House, 10th Edition, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1501	COST ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the basic principles of costing.
- To impart knowledge of preparing cost sheet.
- To familiarise with Cost controlling techniques.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction, Meaning and Definition, Costing and Cost Accounting, Objectives of Costing, Comparison between Financial Accounting and Cost Accounting, Designing and Installing a Cost Accounting System

UNIT 2 COST SHEET - TENDERS AND QUOTATIONS**9 Hrs.**

Cost Concepts -Classification of Costs, Cost Unit, Cost Center, Elements of Cost, **Preparation of Cost Sheet** - tenders and Quotations

UNIT 3 MATERIAL**9 Hrs.**

Meaning - Types -Direct Materials -Indirect Material -Material Control -Purchasing Procedure, Store Keeping -Techniques of Inventory Control - Documents used in Material Accounting -**Methods of Pricing Material Issues** - FIFO, LIFO, Weighted Average Price Method and Simple Average Method; Problems.

UNIT 4 LABOUR COST CONTROL**9 Hrs.**

Labour Cost Control - Timekeeping - Normal, Abnormal and Idle time - **System of Wage Payments**, Time rates and Piece rates-Halsey Plan- Rowan Plan - Labour turnover

UNIT 5 OVERHEADS**9 Hrs.**

Meaning of Overheads - Classification. Allocation, Apportionment and Absorption - **Accounting and Control of Overheads** - Manufacturing - Administration, Selling and Distribution -Primary and Secondary Distribution - Machine Hour rate.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Discuss the concepts in cost accounting.
- CO2 - Classify various costs and overheads in an organisation.
- CO3 - Estimate the total cost incurred for making a product.
- CO4 - Prepare cost sheet.
- CO5 - Describe the material controlling techniques.
- CO6 - Compute labour remuneration and incentives.

TEXT / REFERENCE BOOKS

1. Agarwal, M.L. Cost Accounting. Bangalore: Sahitya Bhavan.
2. Dr. Maheswari S.N - Advanced Cost Accounting, Sultan Chand & Sons.
3. Jain & Narang. Cost Accounting. New Delhi: Kalyani Publisher.
4. Khanna, Pandey & Ahuja. Practical Costing. New Delhi: S.Chand.
5. T.S.Reddy and Murthy, Cost accounting, Margham Publications.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1501	COST ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the basic principles of costing.
- To impart knowledge of preparing cost sheet.
- To familiarise with Cost controlling techniques.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction, Meaning and Definition, Costing and Cost Accounting, Objectives of Costing, Comparison between Financial Accounting and Cost Accounting, Designing and Installing a Cost Accounting System

UNIT 2 COST SHEET - TENDERS AND QUOTATIONS**9 Hrs.**

Cost Concepts -Classification of Costs, Cost Unit, Cost Center, Elements of Cost, **Preparation of Cost Sheet** - tenders and Quotations

UNIT 3 MATERIAL**9 Hrs.**

Meaning - Types -Direct Materials -Indirect Material -Material Control -Purchasing Procedure, Store Keeping -Techniques of Inventory Control - Documents used in Material Accounting -**Methods of Pricing Material Issues** - FIFO, LIFO, Weighted Average Price Method and Simple Average Method; Problems.

UNIT 4 LABOUR COST CONTROL**9 Hrs.**

Labour Cost Control - Timekeeping - Normal, Abnormal and Idle time - **System of Wage Payments**, Time rates and Piece rates-Halsey Plan- Rowan Plan - Labour turnover

UNIT 5 OVERHEADS**9 Hrs.**

Meaning of Overheads - Classification. Allocation, Apportionment and Absorption - **Accounting and Control of Overheads** - Manufacturing - Administration, Selling and Distribution -Primary and Secondary Distribution - Machine Hour rate.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Discuss the concepts in cost accounting.
- CO2 - Classify various costs and overheads in an organisation.
- CO3 - Estimate the total cost incurred for making a product.
- CO4 - Prepare cost sheet.
- CO5 - Describe the material controlling techniques.
- CO6 - Compute labour remuneration and incentives.

TEXT / REFERENCE BOOKS

1. Agarwal, M.L. Cost Accounting. Bangalore: Sahitya Bhavan.
2. Dr. Maheswari S.N - Advanced Cost Accounting, Sultan Chand & Sons.
3. Jain & Narang. Cost Accounting. New Delhi: Kalyani Publisher.
4. Khanna, Pandey & Ahuja. Practical Costing. New Delhi: S.Chand.
5. T.S.Reddy and Murthy, Cost accounting, Margham Publications.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1502	MANAGEMENT ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To gain the basic knowledge of Management accounting concepts.
- To enable the students to prepare Budgets.
- To interpret the financial data for managerial planning, control and decision making.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning, definition, objectives, nature and scope, role of management accountant, relationship between financial accounting, cost accounting and management accounting - **Techniques of Financial Statements** - Types, methods of financial analysis - Comparative Statements, Common Size Statements, **Trend Analysis**, Problems.

UNIT 2 RATIO ANALYSIS**9 Hrs.**

Accounting Ratios - Meaning, Definition - Interpretation - benefits and limitations - Classification of ratios - Liquidity, profitability, turnover, and capital structure and leverage ratios.

UNIT 3 FUND FLOW AND CASH FLOW ANALYSIS**9 Hrs.**

Funds Flow and Cash flow analysis - Statement of changes in working capital, calculation of funds from operation- funds flow statement. Cash flow analysis - as per the AS and IFRS requirements.

UNIT 4 BUDGETS AND BUDGETARY CONTROL**9 Hrs.**

Definition and Meaning of **Budgetary control**. Objectives of Budgetary control - Procedure - Essentials - Advantages and Limitations of Budgetary control - Types of Budgets Cash Budget, Sales Budget, Production Budget, Materials Budget, and Master Budget- Various budgetary techniques and practices.

UNIT 5 MARGINAL COSTING**9 Hrs.**

Absorption Costing and Marginal Costing - Cost Volume Profit Analysis - Break Even Analysis - Break Even Chart - Margin of Safety.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Compare and discuss the financial statements.
- CO2 - Examine the financial position of an organization using ratio analysis.
- CO3 - Prepare budgets.
- CO4 - Analyse the Cash Flows.
- CO5 - Evaluate the financial performance of an organization.
- CO6 - Prepare financial reports for management.

TEXT / REFERENCE BOOKS

1. Jain and Narang. Cost and Management Accounting, Kalyani Publishers.
2. Prabhakara Rao. Management Accounting, Excel books.
3. Sharma and Shashi Gupta. Management Accounting, Kalyani Publishers.
4. S.N.Maheswari, Management accounting, Vikas publications.
5. A.K. Vashisht, J.S. Pasricha, Management Accounting, Unistar Books Pvt. Ltd.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1503	BUSINESS ETHICS AND CSR	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the importance of business ethics.
- To classify the ethical issues facing businesses.
- To familiarise the concepts and challenges of incorporating social responsibility into corporate strategy.

UNIT 1 INTRODUCTION**9 Hrs.**

Business ethics -Definition- nature - Characteristics, **Ethical theories**-Causes of unethical behavior; Ethical abuses- Work ethics; Code of conduct;- Public good

UNIT 2 ETHICS THEORY AND BEYOND**9 Hrs.**

Management of Ethics - **Ethics analysis** [Hosmer model]; Ethical dilemma; Ethics in practice ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in **Corporate ethics evaluation**. Business and ecological / environmental issues in the Indian context and case studies

UNIT 3 LEGAL ASPECTS OF ETHICS**9 Hrs.**

Political - legal environment; Provisions of the Indian constitution pertaining to Business; **Political setup** - major characteristics and their implications for business; Prominent features of MRTP & FERA. Social - cultural environment and their impact on business operations, Salient features of Indian culture and value- Economic Environment,-Main features of **Economic Planning with respect to business**

UNIT 4 CORPORATE SOCIAL RESPONSIBILITY**9 Hrs.**

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, **Limits of corporate social responsibility**, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility.

UNIT 5 SOCIALLY RESPONSIVE MANAGEMENT**9 Hrs.**

Strategies of response, formulating socially responsive strategies, Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self-regulation in discharge of social responsibility.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the ethical aspects in all areas of business.
- CO2 - Discuss the social responsibility of business.
- CO3 - Critically analyse legal aspects of ethics in business.
- CO4 - Evaluate CSR initiatives.
- CO5 - Develop appropriate CSR alternatives.
- CO6 - Apply ethical principles in managing and decisions making.

TEXT / REFERENCE BOOKS

1. A.C. Fernando-Business Ethics, Prentice Hall, Latest Edition.
2. Andrew Crane and Dark Matter, Business Ethics, Oxford Publications.
3. M. Jennings, Business Ethics, Latest Edition
4. Hartman-Business Ethics, Latest Edition

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1504	BUSINESS POLICY AND STRATEGY	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To enhance student's ability to integrate and appreciate the changes in the business environment.
- To understand the culmination of different functional areas into building up of a corporate strategy.
- To expose the students to the various approaches in crafting business strategy and tools.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction- Overview of Business Policies-Importance of Business Policies- Definitions of Policy, Procedures, Process and Programmes, -Types of Policies- Business Policy Statements- Corporate Culture-Objectives-Types-Characteristics-Objective Setting-Policy Formulation and Implementation -Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies.

UNIT 2 SOCIETY AND BUSINESS**9 Hrs.**

Society and Business: Business ethics -Ethics and Values- Ethical Conduct and Unethical Conduct- Impact of Ethical Conduct-, Social responsibility of Business / Indian Businessmen-Areas of social Responsibility- Social Audit. Business Policy in Various Economic Systems: Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT 3 ENVIRONMENTAL ANALYSIS**9 Hrs.**

Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model-Swot Analysis: Elements of Business Policy: Implementation of Policy.

UNIT 4 STRATEGIC MANAGEMENT**9 Hrs.**

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, , Limitations of Strategic Management-Strategy Formulation-Process in Strategy Formulation- Strategy Implementation and its Stages.

UNIT 5 CORPORATE STRATEGY**9 Hrs.**

Corporate Strategy: Functions and importance - Types of strategies -Grand Strategies - BCG Matrix strategy, GEC Matrixstrategy, TOWS Matrix strategy, Ansoff Product Matrix strategy.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify and the various levels at which strategic decision making happens in an organization.
- CO2 - Understand the factors that shape the SWOT analysis of a firm and develop an environment appraisal that will lead to formulation of strategic plans.
- CO3 - Analyze the suitability of strategies that firms have developed in the real world scenario to achieve valuable outcomes.
- CO4 - Understand the basic concepts and principles of strategic management analyse the internal and external environment of business.
- CO5 - Develop and prepare organizational strategies that will be effective for the current business environment.
- CO6 - Devise strategic approaches to managing a business successfully in a global context.

TEXT / REFERENCE BOOKS

1. Lawrance, Jauch and William Blucck Business Policyand Strategi Mgt., McGraw Hill Intl. 2015.
2. Mamoria and Mamoria, Business planning and Policy', Himalaya Publishing House, 2013.
3. Budhiraja S.B. and Athreya M.B., Cases in Strategic Management, Tata McGraw Hill, 2017.
4. Wheelan and Kansal, Concepts in Strategic Management and Business Policy, Pearson. 14th Edition, 2016.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3006	INSURANCE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of risk.
- To acquire specialized knowledge of law and practice relating to Insurance.
- To know about the regulatory environment.

UNIT 1 CONCEPTUAL FRAMEWORK AND FUNDAMENTAL PRINCIPLES**9 Hrs.**

Concept- Perils and Risks - Classification of Risks- Need for Insurance - Nature and Working of Insurance- Types - Importance - Role of Insurance - Fundamental Principles of Insurance-Differentiation Insurance and Guarantee - Insurance and Wager - Disclosure - Moral Hazards

UNIT 2 INSURANCE POLICY TYPES**9 Hrs.**

Nature of Life Insurance- Life Insurance Policies- Annuities - Group Policies - Master Policy- Contract First Premium - Renewal - Mode of Premium Payment - Limited Period Payment and Single Premium - Lapse & Revival - Paid Up Policy - Deferral Period - Nomination & Assignment of Policy - Bonus - Surrender Value. General Insurance: Concept and Need- Features - Fire Policy- Marine Insurance- Motor Vehicle and Third Party Insurance- Health & Mediclaim.

UNIT 3 INSURANCE CONTRACT AND INDIAN MARKET CONDITIONS**9 Hrs.**

Nature of Insurance Contract - Features of Insurance Contract - Types of Insurance - Concept of Intermediaries - Market Players and their Roles - Agents, Brokers, Surveyors & Loss Assessors, Health Third Party Administrators, Certification of Insurance Professionals, Training Organizations.

UNIT 4 REGULATORY ENVIRONMENT - SPECIFIC LEGISLATIONS**9 Hrs.**

Regulation of Insurance Business, Insurance Act, Insurance Regulatory and Development Act, Powers and Functions of IRDA, Relevant Regulations and Guidelines issued by IRDA, Licensing, Audit & Supervision, Investments, Amalgamation and Transfer, Grievance Redressal, Ombudsmen, Rural and Social Sector obligations, Micro Insurance, Financial inclusion, Product Approval.

UNIT 5 INSURANCE CUSTOMERS**9 Hrs.**

Individual and Corporate Insurance Customers - Nature of Insurance Customers: Mind Set as to Insurance: Investment or Risk Management - Compulsion Vs Voluntarism- Ethical Behavior - Risk Management Attitude: Avoidance, Prevention, Reduction, Retention or Transfer- Factors Influencing Policyholder Satisfaction- Retention of Customers by Insurers.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of risk mitigation.
- CO2 - Discuss concept and framework of Insurance.
- CO3 - Describe the operations of life and general Insurance.
- CO4 - Demonstrate knowledge of insurance contracts.
- CO5 - Explain the legislations and the regulatory environment of insurance business.
- CO6 - Develop skills to facilitate insurance products.

TEXT / REFERENCE BOOKS

- Gupta P.K. Insurance and Risk Management, Himalaya Publishing House, 2nd Edition, 2018.
- S.C.Das & S.C.Sahoo, Insurance Management, Himalaya Publishing House, 2009.
- R.Keshavanathan, Banking and Insurance Management, Arise Publishers and Distributors, 2009.
- Neelam. C.Gulhati,,Principles Of Insurance Management: A Special Focus On Developments In Indian Insurance Sector Pre And Post Liberalisation, Excel Books, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3009	CORPORATE GOVERNANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To gain an understanding of the Corporate Governance.
- To know the corporate governance practices of an organization.
- To create an awareness on problems associated with governance.

UNIT 1 INTRODUCTION**9 Hrs.**

Understanding a Corporation and its facets- Corporation as a **Complex Adaptive System**- Governance types- Governance and Management-Governance theories-Separation of Ownership and Control-Instances of good and bad governance practices.

UNIT 2 BOARD OF DIRECTORS**9 Hrs.**

Directors vis-à-vis monitoring a corporation- Directors in historical perspective- Types of Directors - Board Committees and Chairman: Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance.

UNIT 3 PRACTICES**9 Hrs.**

Executive Compensation: Role of Remuneration Committee - Human Side of Governance - Financial Oversight and Audit Mechanisms : Audit Committee - Disclosure mechanisms - Role of SEBI.

UNIT 4 CORPORATE CONDUCT AND GOVERNANCE**9 Hrs.**

Important Corporate Governance codes and Principles in India- Best Governance practices- Reasons for Corporate Misconduct - **Whistle Blower's Protection** - Factors Responsible for Obstructing Effective Corporate Governance Practices - Corporate Fraud: significant cases.

UNIT 5 HR PERSPECTIVE OF CORPORATE GOVERNANCE**9 Hrs.**

Personal and Interpersonal governance-Integration of Employees, Owners and directors-Employees: Compensation and Ownership-Future directions of Corporate Governance- **Governance issues in Entrepreneurial Firms**: Unique issues among entrepreneurial forms - Choosing Board of Directors and Venture capitalists.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand conceptual and theoretical foundations of corporate governance
- CO2 - Discuss the role of Board of directors and other stakeholders
- CO3 - Assess the effective practices in Corporate Governance
- CO4 - Describe Corporate Governance codes
- CO5 - Analyze significant cases of corporate frauds and misgovernance
- CO6 - Evaluate the governance of a company from HR perspective

TEXT / REFERENCE BOOKS

1. Kesho Prasad, Corporate Governance, Prentice Hall India, 2013.
2. Robert Ian Tricker, Corporate Governance: Principles, Policies and Practices, Oxford Publishers, 2012.
3. JayatiSarkar & SubrataSarkar, Corporate Governance in India, Sage Publications, 2012.
4. Corporate Governance, IICA, Taxmann, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1601	RESEARCH METHODOLOGY	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of research.
- To provide an insight into the techniques of research.
- To learn the requisites of writing a research report.

UNIT 1 INTRODUCTION**9 Hrs.**

Definition of Research - Objectives - Characteristics - Methods of Research - **Relevance of Research in Decision making** in various functional areas of management.

UNIT 2 RESEARCH PROCESS**9 Hrs.**

Formulation of Research problem - Literature survey developing Hypothesis - Research Design and Types - Determination of sampling plan - collection of Data - Analysis of Data - Testing of Hypothesis

UNIT 3 SAMPLING METHODS**9 Hrs.**

Methods - Merits & Demerits - **Sample size and its determination - Collection of Data** (Methods, Merits and Limitations) - Designing of a Questionnaire - Types Construction Procedure - Questionnaire Vs Schedule.

UNIT 4 DATA ANALYSIS**9 Hrs.**

Editing and Coding of Data - Classification and usefulness of Statistical tools - Hypothesis Testing - Tabulation -Significance and Guidelines - Types of Tables and Diagrams used in Research.

UNIT 5 RESEARCH REPORT**9 Hrs.**

Research Report -Types - Mechanics in writing report precautions - Structure of a report - appendix - bibliography - Executive Summary - Briefing - Evaluation of Research report- Ethics in research

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate research processes
- CO2 - Describe measurement scales and instruments and their appropriate uses
- CO3 - Analyze the different sampling methods
- CO4 - Examine the various data sources
- CO5 - Conduct research in different areas
- CO6 - Prepare a research report

TEXT / REFERENCE BOOKS

1. Kothari K.C., Research Methodology, 2nd Edition, New age publications.
2. Pannarselvam, Research Methodology, 1st Edition, Prentice Hall Inc.
3. Dr.Tripathi P.C, Research Methodology in Social Science, sultan Chand & Sons.
4. P.Saravanavel, Research Methodology, KitabMahal, New Delhi.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1602	INTERNATIONAL TRADE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To help students acquire familiarity of the knowledge and process of export and import trade.
- To expose them to the recent trends and practices prevalent in the international trade;
- To make the students understand the issues and challenges in the international trade.

UNIT 1 INTRODUCTION TO INTERNATIONAL TRADE**9 Hrs.**

International Trade - Importance of international trade - Theories of Foreign Trade Smith, Ricardo, Haberier's Hechsher - Ohlin- Domestic Vs International - Advantages of International Trade International Business Environment (IBE) - Elements of IBE - Importance of understanding IBE - Trade in Services.

UNIT 2 EXPORT AND IMPORT**9 Hrs.**

Legal aspects of exports and trade - International Law - Private Law Transport Contracts- Payment and Credit Settlement of disputes- Indian Laws: Exim Policy - Law relating to packing - Pricing - Advertising Distribution. Free Trade Vs Protection: Barriers to Trade - Tariff & Non-tariff barriers -GATT and WTO - Origin, objectives, structure and functions - GATS & TRIPS - UNCTAD - Objectives, structure and functions - GSP & GSTP.

UNIT 3 EXPORT FINANCE**9 Hrs.**

Export financing- methods and sources of export finance - terms of payment for export - letter of credit - Institutional aid for export financing. RBI - Exim Bank, ECGC- Commercial Banks - Export pricing; factors influencing export price- forms of pricing International Economic Groupings: Meaning and stages in their evolution - Regional Trading Agreements - EU, NAFTA, SAFTA, BIMSTEC, ASEAN - objectives and functions -.

UNIT 4 INTERNATIONALISATION**9 Hrs.**

Multinational Corporations (MNCs): Stages in Internationalisation of a firm - Emergence, definition, characteristics & classification of MNCs - merits & demerits of MNCs - Regulation of MNCs - MNCs and International Business.

UNIT 5 EXPORT PROCEDURE**9 Hrs.**

Export Procedure and documentation export order execution, Project Preparation - Quality control and shipment inspection - packaging - freight forwarders - cargo insurance - customs clearances - documentation procedure and clearing export bills, Import procedure - import licensing - Replenishment license- Advance import license- Pass book scheme- import of capital good.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concept of international trade.
- CO2 - Analyze and evaluate different trade policies of various nations.
- CO3 - Understand the EXIM policy and procedures.
- CO4 - Explain the benefits of immigration.
- CO5 - Perform analyses of foreign exchange transactions.
- CO6 - Differentiate between various monetary systems.

TEXT / REFERENCE BOOKS

- Francis Cherunilam, International Business Text & Cases, 4th Revised Edition, Prentice Hall of India 2017.
- International Business, P. Subba Rao, 2nd Edition, Himalaya Publishing House, Mumbai, 2016.
- Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2015.
- Neelamegam, International Trade, 1st Edition, Vrinda Publications, New Delhi, 2014.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 10 Questions of 2 marks each - No choice**PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**Exam Duration: 3 Hrs.****20 Marks****80 Marks**

SBAA1501	COST ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the basic principles of costing.
- To impart knowledge of preparing cost sheet.
- To familiarise with Cost controlling techniques.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction, Meaning and Definition, Costing and Cost Accounting, Objectives of Costing, Comparison between Financial Accounting and Cost Accounting, Designing and Installing a Cost Accounting System

UNIT 2 COST SHEET - TENDERS AND QUOTATIONS**9 Hrs.**

Cost Concepts -Classification of Costs, Cost Unit, Cost Center, Elements of Cost, **Preparation of Cost Sheet** - tenders and Quotations

UNIT 3 MATERIAL**9 Hrs.**

Meaning - Types -Direct Materials -Indirect Material -Material Control -Purchasing Procedure, Store Keeping -Techniques of Inventory Control - Documents used in Material Accounting -**Methods of Pricing Material Issues** - FIFO, LIFO, Weighted Average Price Method and Simple Average Method; Problems.

UNIT 4 LABOUR COST CONTROL**9 Hrs.**

Labour Cost Control - Timekeeping - Normal, Abnormal and Idle time - **System of Wage Payments**, Time rates and Piece rates-Halsey Plan- Rowan Plan - Labour turnover

UNIT 5 OVERHEADS**9 Hrs.**

Meaning of Overheads - Classification. Allocation, Apportionment and Absorption - **Accounting and Control of Overheads** - Manufacturing - Administration, Selling and Distribution -Primary and Secondary Distribution - Machine Hour rate.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Discuss the concepts in cost accounting.
- CO2 - Classify various costs and overheads in an organisation.
- CO3 - Estimate the total cost incurred for making a product.
- CO4 - Prepare cost sheet.
- CO5 - Describe the material controlling techniques.
- CO6 - Compute labour remuneration and incentives.

TEXT / REFERENCE BOOKS

1. Agarwal, M.L. Cost Accounting. Bangalore: Sahitya Bhavan.
2. Dr. Maheswari S.N - Advanced Cost Accounting, Sultan Chand & Sons.
3. Jain & Narang. Cost Accounting. New Delhi: Kalyani Publisher.
4. Khanna, Pandey & Ahuja. Practical Costing. New Delhi: S.Chand.
5. T.S.Reddy and Murthy, Cost accounting, Margham Publications.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1502	MANAGEMENT ACCOUNTING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To gain the basic knowledge of Management accounting concepts.
- To enable the students to prepare Budgets.
- To interpret the financial data for managerial planning, control and decision making.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning, definition, objectives, nature and scope, role of management accountant, relationship between financial accounting, cost accounting and management accounting - **Techniques of Financial Statements** - Types, methods of financial analysis - Comparative Statements, Common Size Statements, **Trend Analysis**, Problems.

UNIT 2 RATIO ANALYSIS**9 Hrs.**

Accounting Ratios - Meaning, Definition - Interpretation - benefits and limitations - Classification of ratios - Liquidity, profitability, turnover, and capital structure and leverage ratios.

UNIT 3 FUND FLOW AND CASH FLOW ANALYSIS**9 Hrs.**

Funds Flow and Cash flow analysis - Statement of changes in working capital, calculation of funds from operation- funds flow statement. Cash flow analysis - as per the AS and IFRS requirements.

UNIT 4 BUDGETS AND BUDGETARY CONTROL**9 Hrs.**

Definition and Meaning of **Budgetary control**. Objectives of Budgetary control - Procedure - Essentials - Advantages and Limitations of Budgetary control - Types of Budgets Cash Budget, Sales Budget, Production Budget, Materials Budget, and Master Budget- Various budgetary techniques and practices.

UNIT 5 MARGINAL COSTING**9 Hrs.**

Absorption Costing and Marginal Costing - Cost Volume Profit Analysis - Break Even Analysis - Break Even Chart - Margin of Safety.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Compare and discuss the financial statements.
- CO2 - Examine the financial position of an organization using ratio analysis.
- CO3 - Prepare budgets.
- CO4 - Analyse the Cash Flows.
- CO5 - Evaluate the financial performance of an organization.
- CO6 - Prepare financial reports for management.

TEXT / REFERENCE BOOKS

1. Jain and Narang. Cost and Management Accounting, Kalyani Publishers.
2. Prabhakara Rao. Management Accounting, Excel books.
3. Sharma and Shashi Gupta. Management Accounting, Kalyani Publishers.
4. S.N.Maheswari, Management accounting, Vikas publications.
5. A.K. Vashisht, J.S. Pasricha, Management Accounting, Unistar Books Pvt. Ltd.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

Note: Questions in Section B shall be in the proportion of 20:80 between Theory and Problems.

SBAA1503	BUSINESS ETHICS AND CSR	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the importance of business ethics.
- To classify the ethical issues facing businesses.
- To familiarise the concepts and challenges of incorporating social responsibility into corporate strategy.

UNIT 1 INTRODUCTION**9 Hrs.**

Business ethics -Definition- nature - Characteristics, **Ethical theories**-Causes of unethical behavior; Ethical abuses- Work ethics; Code of conduct;- Public good

UNIT 2 ETHICS THEORY AND BEYOND**9 Hrs.**

Management of Ethics - **Ethics analysis** [Hosmer model]; Ethical dilemma; Ethics in practice ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in **Corporate ethics evaluation**. Business and ecological / environmental issues in the Indian context and case studies

UNIT 3 LEGAL ASPECTS OF ETHICS**9 Hrs.**

Political - legal environment; Provisions of the Indian constitution pertaining to Business; **Political setup** - major characteristics and their implications for business; Prominent features of MRTP & FERA. Social - cultural environment and their impact on business operations, Salient features of Indian culture and value- Economic Environment,-Main features of **Economic Planning with respect to business**

UNIT 4 CORPORATE SOCIAL RESPONSIBILITY**9 Hrs.**

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, **Limits of corporate social responsibility**, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility.

UNIT 5 SOCIALLY RESPONSIVE MANAGEMENT**9 Hrs.**

Strategies of response, formulating socially responsive strategies, Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self-regulation in discharge of social responsibility.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the ethical aspects in all areas of business.
- CO2 - Discuss the social responsibility of business.
- CO3 - Critically analyse legal aspects of ethics in business.
- CO4 - Evaluate CSR initiatives.
- CO5 - Develop appropriate CSR alternatives.
- CO6 - Apply ethical principles in managing and decisions making.

TEXT / REFERENCE BOOKS

1. A.C. Fernando-Business Ethics, Prentice Hall, Latest Edition.
2. Andrew Crane and Dark Matter, Business Ethics, Oxford Publications.
3. M. Jennings, Business Ethics, Latest Edition
4. Hartman-Business Ethics, Latest Edition

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA1504	BUSINESS POLICY AND STRATEGY	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To enhance student's ability to integrate and appreciate the changes in the business environment.
- To understand the culmination of different functional areas into building up of a corporate strategy.
- To expose the students to the various approaches in crafting business strategy and tools.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction- Overview of Business Policies-Importance of Business Policies- Definitions of Policy, **Procedures, Process and Programmes**, -Types of Policies- Business Policy Statements- Corporate Culture-Objectives-Types-Characteristics-Objective Setting-Policy Formulation and Implementation -Factors Considered Before Framing Business Policies, Steps Involved in Framing Business Policies.

UNIT 2 SOCIETY AND BUSINESS**9 Hrs.**

Society and Business: **Business ethics** -Ethics and Values- Ethical Conduct and Unethical Conduct- Impact of Ethical Conduct-, Social responsibility of Business / Indian Businessmen-Areas of social Responsibility- Social Audit. Business Policy in Various Economic Systems: Capitalist Economy: Economic System of Socialism and mixed Economic system.

UNIT 3 ENVIRONMENTAL ANALYSIS**9 Hrs.**

Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model-Swot Analysis: **Elements of Business Policy**: Implementation of Policy.

UNIT 4 STRATEGIC MANAGEMENT**9 Hrs.**

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, **Role of Strategists in Decision Making**, strategists at various management levels, , Limitations of Strategic Management-Strategy Formulation-Process in Strategy Formulation- Strategy Implementation and its Stages.

UNIT 5 CORPORATE STRATEGY**9 Hrs.**

Corporate Strategy: Functions and importance - Types of strategies -Grand Strategies - BCG Matrix strategy, GEC Matrixstrategy, TOWS Matrix strategy, Ansoff Product Matrix strategy.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify and the various levels at which strategic decision making happens in an organization.
- CO2 - Understand the factors that shape the SWOT analysis of a firm and develop an environment appraisal that will lead to formulation of strategic plans.
- CO3 - Analyze the suitability of strategies that firms have developed in the real world scenario to achieve valuable outcomes.
- CO4 - Understand the basic concepts and principles of strategic management analyse the internal and external environment of business.
- CO5 - Develop and prepare organizational strategies that will be effective for the current business environment.
- CO6 - Devise strategic approaches to managing a business successfully in a global context.

TEXT / REFERENCE BOOKS

1. Lawrance, Jauch and William Blucck Business Policyand Strategi Mgt., McGraw Hill Intl. 2015.
2. Mamoria and Mamoria, Business planning and Policy', Himalaya Publishing House, 2013.
3. Budhiraja S.B. and Athreya M.B., Cases in Strategic Management, Tata McGraw Hill, 2017.
4. Wheelan and Kansal, Concepts in Strategic Management and Business Policy, Pearson. 14th Edition, 2016.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3006	INSURANCE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of risk.
- To acquire specialized knowledge of law and practice relating to Insurance.
- To know about the regulatory environment.

UNIT 1 CONCEPTUAL FRAMEWORK AND FUNDAMENTAL PRINCIPLES**9 Hrs.**

Concept- Perils and Risks - Classification of Risks- Need for Insurance - Nature and Working of Insurance- Types - Importance - Role of Insurance - Fundamental Principles of Insurance-Differentiation Insurance and Guarantee - Insurance and Wager - Disclosure - Moral Hazards

UNIT 2 INSURANCE POLICY TYPES**9 Hrs.**

Nature of Life Insurance- Life Insurance Policies- Annuities - Group Policies - Master Policy- Contract First Premium - Renewal - Mode of Premium Payment - Limited Period Payment and Single Premium - Lapse & Revival - Paid Up Policy - Deferral Period - Nomination & Assignment of Policy - Bonus - Surrender Value. General Insurance: Concept and Need- Features - Fire Policy- Marine Insurance- Motor Vehicle and Third Party Insurance- Health & Mediclaim.

UNIT 3 INSURANCE CONTRACT AND INDIAN MARKET CONDITIONS**9 Hrs.**

Nature of Insurance Contract - Features of Insurance Contract - Types of Insurance - Concept of Intermediaries - Market Players and their Roles - Agents, Brokers, Surveyors & Loss Assessors, Health Third Party Administrators, Certification of Insurance Professionals, Training Organizations.

UNIT 4 REGULATORY ENVIRONMENT - SPECIFIC LEGISLATIONS**9 Hrs.**

Regulation of Insurance Business, Insurance Act, Insurance Regulatory and Development Act, Powers and Functions of IRDA, Relevant Regulations and Guidelines issued by IRDA, Licensing, Audit & Supervision, Investments, Amalgamation and Transfer, Grievance Redressal, Ombudsmen, Rural and Social Sector obligations, Micro Insurance, Financial inclusion, Product Approval.

UNIT 5 INSURANCE CUSTOMERS**9 Hrs.**

Individual and Corporate Insurance Customers - Nature of Insurance Customers: Mind Set as to Insurance: Investment or Risk Management - Compulsion Vs Voluntarism- Ethical Behavior - Risk Management Attitude: Avoidance, Prevention, Reduction, Retention or Transfer- Factors Influencing Policyholder Satisfaction- Retention of Customers by Insurers.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of risk mitigation.
- CO2 - Discuss concept and framework of Insurance.
- CO3 - Describe the operations of life and general Insurance.
- CO4 - Demonstrate knowledge of insurance contracts.
- CO5 - Explain the legislations and the regulatory environment of insurance business.
- CO6 - Develop skills to facilitate insurance products.

TEXT / REFERENCE BOOKS

- Gupta P.K. Insurance and Risk Management, Himalaya Publishing House, 2nd Edition, 2018.
- S.C.Das & S.C.Sahoo, Insurance Management, Himalaya Publishing House, 2009.
- R.Keshavanathan, Banking and Insurance Management, Arise Publishers and Distributors, 2009.
- Neelam. C.Gulhati,,Principles Of Insurance Management: A Special Focus On Developments In Indian Insurance Sector Pre And Post Liberalisation, Excel Books, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3009	CORPORATE GOVERNANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To gain an understanding of the Corporate Governance.
- To know the corporate governance practices of an organization.
- To create an awareness on problems associated with governance.

UNIT 1 INTRODUCTION**9 Hrs.**

Understanding a Corporation and its facets- Corporation as a **Complex Adaptive System**- Governance types- Governance and Management-Governance theories-Separation of Ownership and Control-Instances of good and bad governance practices.

UNIT 2 BOARD OF DIRECTORS**9 Hrs.**

Directors vis-à-vis monitoring a corporation- Directors in historical perspective- Types of Directors - Board Committees and Chairman: Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance.

UNIT 3 PRACTICES**9 Hrs.**

Executive Compensation: Role of Remuneration Committee - Human Side of Governance - Financial Oversight and Audit Mechanisms : Audit Committee - Disclosure mechanisms - Role of SEBI.

UNIT 4 CORPORATE CONDUCT AND GOVERNANCE**9 Hrs.**

Important Corporate Governance codes and Principles in India- Best Governance practices- Reasons for Corporate Misconduct - **Whistle Blower's Protection** - Factors Responsible for Obstructing Effective Corporate Governance Practices - Corporate Fraud: significant cases.

UNIT 5 HR PERSPECTIVE OF CORPORATE GOVERNANCE**9 Hrs.**

Personal and Interpersonal governance-Integration of Employees, Owners and directors-Employees: Compensation and Ownership-Future directions of Corporate Governance- **Governance issues in Entrepreneurial Firms**: Unique issues among entrepreneurial forms - Choosing Board of Directors and Venture capitalists.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand conceptual and theoretical foundations of corporate governance
- CO2 - Discuss the role of Board of directors and other stakeholders
- CO3 - Assess the effective practices in Corporate Governance
- CO4 - Describe Corporate Governance codes
- CO5 - Analyze significant cases of corporate frauds and misgovernance
- CO6 - Evaluate the governance of a company from HR perspective

TEXT / REFERENCE BOOKS

1. Kesho Prasad, Corporate Governance, Prentice Hall India, 2013.
2. Robert Ian Tricker, Corporate Governance: Principles, Policies and Practices, Oxford Publishers, 2012.
3. JayatiSarkar & SubrataSarkar, Corporate Governance in India, Sage Publications, 2012.
4. Corporate Governance, IICA, Taxmann, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3001	PRACTICAL AUDITING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To learn principles and practices of auditing.
- To understand the procedures of vouching and verification.
- To assess the financial statements.

UNIT 1 INTRODUCTION**9 Hrs.**

Definition of Audit - Difference between Auditing and Accountancy - Scope of Auditing - Objectives of Auditing, Types of Audit- Materiality in Auditing, Efficiency Audit - Propriety Audit - **Techniques of Auditing**- Standards of Auditing. Audit Plan - Audit Programmes - Audit Note Book- Audit working Papers

UNIT 2 INTERNAL CHECK AND INTERNAL CONTROL**9 Hrs.**

Meaning of Internal Check- Nature and Scope of Internal Audit - Financial Vs Operational Audit - Internal Control, Nature and Scope Verification of Evidence - Detailed Checking Vs Sample Checking Internal Audit and Statutory Audit.

UNIT 3 VOUCHING AND VERIFICATION**9 Hrs.**

Vouching- Meaning and Significance - **Vouching of Cash Transactions** - Trading Transactions - Capital and Revenue Expenditure; Verification and Valuation of Assets and Liabilities - Depreciation and Reserves - Meaning - Depreciation of Wasting Assets.

UNIT 4 APPOINTMENT AND REMOVAL**9 Hrs.**

Appointment of Auditor - Appointment of First Auditor filling of Casual Vacancy- Ceiling on Number of Audits-Appointment of Auditor of Government Company - Auditors Remuneration - Removal of Auditors- Qualifications and Disqualifications, Powers and Duties of Auditors / Liabilities of Auditors.

UNIT 5 FINANCIAL STATEMENT AUDIT**9 Hrs.**

Special Considerations in Company Audit - Preservation of Financial Statements - Audit of Share Capital - Audit of Dividends and Debentures- **EDP in Auditing**.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Discuss the principles and procedure of auditing.
- CO2 - Explain the tools, techniques and procedure of audit.
- CO3 - Evaluate the techniques for internal check and internal control.
- CO4 - Develop knowledge on vouching and verification.
- CO5 - Describe the duties, responsibilities and liabilities of a company auditor.
- CO6 - Design a plan for company audit.

TEXT / REFERENCE BOOKS

1. B.N. Tandon Practical Auditing, S.Chand & Co., New Delhi, 2016.
2. Dr.N.Premavathy, Practical Auditing, Sri Vishnu Publications, Chennai, 2012.
3. R.G. Saxena, Principles and practice of Auditing, Himalaya Publishing House, Mumbai, 2014.
4. Dinakar Pagare, Practical auditing, Sultan Chand & Sons, New Delhi, 2017.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3002	BUSINESS ENVIRONMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To provide knowledge about business environment.
- To understand the concepts of business environment.
- To enable them to realize the impact of environment on Business.

UNIT 1 BUSINESS ENVIRONMENT**9 Hrs.**

Meaning - Various environments affecting business - Social Economic; Political and Legal; Culture; Competitive Demographic; Technological and International environments.

UNIT 2 BUSINESS AND CULTURE**9 Hrs.**

Culture - Elements of culture - Impact of foreign culture - Traditional values and its impact - Change and resistance to change - Caste and communities - Linguistic and Religious groups - Joint Family system.

UNIT 3 BUSINESS AND SOCIETY**9 Hrs.**

Social responsibilities of Business - Responsibilities to shareholders; Responsibility to employees; Responsibility to customer; Responsibility to the community; Responsibility to the Government - Business Ethics - Population - Demographic pattern changes - Standard of living - Urbanization - Migration.

UNIT 4 BUSINESS AND GOVERNMENT**9 Hrs.**

State Regulations of business - Industrial Licensing policy - Technology - Indigenous Technology - Import of Technology - Import of Technological changes of business.

UNIT 5 ECONOMIC SYSTEM**9 Hrs.**

Socialism - Capitalism - Mixed Economy - Their impact of Business - Public sector, private sector, joint sector - objectives, growth, achievements and failures of public sector in India.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Define the various environments affecting business.
- CO2 - Explain culture and society.
- CO3 - Interpret Social responsibility.
- CO4 - Infer Business Ethics.
- CO5 - Examine government regulations in Business.
- CO6 - Elaborate the Economic System.

TEXT / REFERENCE BOOKS

1. "Business Environment", Francis Cherunilum.
2. "Essentials of Business Environments", K. Aswathappa, Himalaya Publishing House.
3. "Business and society", Lokanathan and Lakshmi Rajan, Emerald Publishers.
4. "Economic Environment of Business" - M.Adikary - - Sultan Chand & Sons.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3003	CAPITAL MARKET	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the students with the nature and functioning of the capital market.
- To enable them to learn management of investments.
- To comprehend the recent trends in the capital market.

UNIT 1 INTRODUCTION**9 Hrs.**

Financial System - **Structure of Indian financial system** - money market and capital market - Instruments in capital market: equity shares, preference shares, debentures, bonds, Govt. securities, and new instruments - SEBI Guidelines relating to Capital markets - Recent developments in the Indian Capital market.

UNIT 2 PRIMARY AND SECONDARY MARKETS**9 Hrs.**

Primary market: Definition and functions - **Methods of New issues** - Right issue - bonus issue ; Secondary Market: Types of brokers and speculators - Bulls, bears, stags and lame duck. Stock exchanges in India - BSE ,NSE- Origin- organization.-, Basis of Sensex, Nifty.

UNIT 3 LISTING OF SECURITIES**9 Hrs.**

Listing of securities - Process - Trading mechanism- Block and Bulk deals - **steps in buying and selling securities** - Trading in dematerialized securities- Depository system - Depositories in India.

UNIT 4 SECURITIES MARKET INTERMEDIARIES**9 Hrs.**

Role and Functions: Merchant Bankers, Stock Brokers, Syndicate Members, Registrars and Transfer Agents, Underwriters, Bankers to an Issue, Portfolio Managers, Debenture Trustees, Investment Advisers, Research Analysts, Market Makers, Credit Rating Agencies.

UNIT 5 REGULATION OF CAPITAL MARKETS**9 Hrs.**

The Securities and Exchange Board of India (SEBI) - Constitution, powers, functions and role of SEBI in regulating the primary and secondary markets - Investor protection.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Describe the characteristics of capital market.
- CO2 - Explain the constitution, powers and functions of SEBI.
- CO3 - Identify the process of listing of securities.
- CO4 - Describe the roles and functions of securities market intermediaries.
- CO5 - Understand the regulatory framework of capital markets.
- CO6 - Trading in stock exchanges.

TEXT / REFERENCE BOOKS

1. Varshney P.N., & Mittal D.K., 'Indian Financial System', Sultan Chand & Sons, New Delhi, 2015.
2. Gordon .E and Natrajan K. 'Indian Financial System', Himalaya Publishing House, 1st Edition, 2015.
3. Pathak . B, 'Indian Financial System', Pearson India Pvt. Ltd , 5th Edition ,2018.
4. Khan M.Y., Indian Financial System, Tata McGraw Hill Company, 8th Edition 2013.
5. Kevin, Securities Analysis and Portfolio Management , PHI Learning, 2012.
6. Bhalla V.K., Investment Management, 19th Edition, S. Chand & Company Pvt. Ltd., 2013.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3004	FUNDAMENTALS OF FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the students with the principles and practices of financial management.
- To gain the knowledge on sources of finance.
- To develop the decision making on financial aspects.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction: Nature of Financial Management: Finance and related disciplines; Objectives :Profit Maximization, Wealth Maximization - Scope of Financial Management - Finance Decision, Finance Manager's Role - Sources of Finance - Time value of money, Risk and return.

UNIT 2 INVESTMENT DECISION**9 Hrs.**

Capital Budgeting - Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index.

UNIT 3 FINANCING DECISION - CAPITAL STRUCTURE**9 Hrs.**

Leverage: Meaning, Measurement of Financial Leverage Operating Leverage and Combined Leverage EBIT -EPS analysis- Capital structure -Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, and Traditional Approach). Determinants of capital structure.

UNIT 4 FINANCING DECISION - COST OF CAPITAL**9 Hrs.**

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC).

UNIT 5 DIVIDEND DECISIONS**9 Hrs.**

Theories for Relevance and irrelevance of dividend decision for corporate valuation- Factors determining dividends- Cash and stock dividends- Dividend policies in practice.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Describe the basic knowledge on financial knowledge.
- CO2 - Discuss the concept of time value of money.
- CO3 - Analyze the leverage effects to form long-term financial policies for business.
- CO4 - Discuss the factors determining capital structure.
- CO5 - Evaluate the various sources of finance.
- CO5 - Explain dividend policies followed in the organizations.

TEXT / REFERENCE BOOKS

1. M.Y. Khan & P.K. Jain, Financial Management, 5th Edition, Tata McGraw Hill, 2018.
2. S.N. Maheswari, Financial Management, 6th Edition, Sultan Chand & Sons, 2018.
3. Prasanna Chandra, Financial Management, 8th Edition, Tata McGraw Hill, 2012.
4. I.M.Pandey, Financial Management, 11th Edition, Vikas Publishing, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3005	TREASURY MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To get familiar with the concepts of Treasury Management.
- To understand the importance of treasury function.
- To learn treasury management techniques in banks.

UNIT 1 INTRODUCTION**9 Hrs.**

Concept of Treasury Management - Employment of Statutory/Surplus funds - Need for Specialized approach in the bank - Scope and functions of treasury management- Nature of Treasury Assets and Liabilities- Objectives of treasury-- Role and Function of Treasury Department.

UNIT 2 LIQUIDITY MANAGEMENT**9 Hrs.**

Objectives, Sources and Deployment-. **CRR - SLR - CCIL**: Netting / Elimination of Exposures - RTGS.

UNIT 3 MONEY MARKET INSTRUMENTS AND PLAYERS**9 Hrs.**

Money Market- Instruments and Players - Government Securities - Treasury bill - CP - CD - Call Money Banks and Specified Institutions.

UNIT 4 LIQUIDITY PLANNING AND MANAGING CASH ASSETS**9 Hrs.**

Liquidity - **Planning and Control of Liquidity Cash Management Systems** (both domestic and international), role of Working Capital Management in liquidity.

UNIT 5 TREASURY RISK MANAGEMENT**9 Hrs.**

Treasury risks - functions the market risks - role of asset-liability management (ALM) - Interest risk.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the structure of a treasury in financial institutions.
- CO2 - Describe aspects of liquidity Management.
- CO3 - Assess the latest trends in Treasury Management.
- CO4 - Discuss money market instruments and players.
- CO5 - Assess Treasury risk management techniques.
- CO6 - Examine the Role of Treasury Managers.

TEXT / REFERENCE BOOKS

1. IIBF- Treasury Investment and risk Management, Taxmann Publications, 2017.
2. Steven M. Bragg, Treasury Management, The Practitioners Guide, John Wiley and Sons, 2010.
3. V.A. Avadhani, Capital Market Management, Himalayan Publishing House, 4th Edition, 2011.
4. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill 4th Edition, 2012.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3006	INSURANCE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concept of risk.
- To acquire specialized knowledge of law and practice relating to Insurance.
- To know about the regulatory environment.

UNIT 1 CONCEPTUAL FRAMEWORK AND FUNDAMENTAL PRINCIPLES**9 Hrs.**

Concept- Perils and Risks - Classification of Risks- Need for Insurance - Nature and Working of Insurance- - Types - Importance - Role of Insurance - **Fundamental Principles of Insurance**-Differentiation Insurance and Guarantee - Insurance and Wager - Disclosure - Moral Hazards.

UNIT 2 INSURANCE POLICY TYPES**9 Hrs.**

Nature of Life Insurance- Life Insurance Policies- Annuities - Group Policies - Master Policy- Contract First Premium - Renewal - **Mode of Premium Payment** - Limited Period Payment and Single Premium - Lapse & Revival - Paid Up Policy - Deferment Period - Nomination & Assignment of Policy - Bonus - Surrender Value. General Insurance: Concept and Need- Features - Fire Policy- Marine Insurance- Motor Vehicle and Third Party Insurance- Health & Mediclaim.

UNIT 3 INSURANCE CONTRACT AND INDIAN MARKET CONDITIONS**9 Hrs.**

Nature of Insurance Contract - Features of Insurance Contract - Types of Insurance - Concept of Intermediaries - **Market Players and their Roles** - Agents, Brokers, Surveyors & Loss Assessors, Health Third Party Administrators, Certification of Insurance Professionals, Training Organizations.

UNIT 4 REGULATORY ENVIRONMENT - SPECIFIC LEGISLATIONS**9 Hrs.**

Regulation of Insurance Business, Insurance Act, Insurance Regulatory and Development Act, **Powers and Functions of IRDA**, Relevant Regulations and Guidelines issued by IRDA, Licensing, Audit & Supervision, Investments, Amalgamation and Transfer, Grievance Redressal, Ombudsmen, Rural and Social Sector obligations, Micro Insurance, Financial inclusion, Product Approval.

UNIT 5 INSURANCE CUSTOMERS**9 Hrs.**

Individual and Corporate Insurance Customers - Nature of Insurance Customers: Mind Set as to Insurance: Investment or Risk Management - Compulsion Vs Voluntarism- Ethical Behavior - Risk Management Attitude: Avoidance, Prevention, Reduction, Retention or Transfer- Factors Influencing Policyholder Satisfaction- Retention of Customers by Insurers.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of risk mitigation.
- CO2 - Discuss concept and framework of Insurance.
- CO3 - Describe the operations of life and general Insurance.
- CO4 - Demonstrate knowledge of insurance contracts.
- CO5 - Explain the legislations and the regulatory environment of insurance business.
- CO6 - Develop skills to facilitate insurance products.

TEXT / REFERENCE BOOKS

1. Gupta P.K. Insurance and Risk Management, Himalaya Publishing House, 2nd Edition, 2018.
2. S.C.Das & S.C.Sahoo, Insurance Management, Himalaya Publishing House, 2009.
3. R.Keshavanathan, Banking and Insurance Management, Arise Publishers and Distributors, 2009.
4. Neelam. C.Gulhati, Principles of Insurance Management: A Special Focus on Developments in Indian Insurance Sector Pre and Post Liberalisation, Excel Books, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3007	COMPUTER APPLICATIONS IN BUSINESS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To provide computer skills and knowledge for commerce students.
- To enhance the student understands of usefulness of information technology tools for business operations.
- To gain the knowledge of preparation of business documents and presentation.

UNIT 1 COMPUTER BASICS**9 Hrs.**

Introduction, Characteristics of a Computer, Criteria for Using Computers, History of Computers, Generations of Computer, Classification of Computers, Applications of Computer, Basic Components of PC, **Computer Architecture.**

UNIT 2 NUMBER SYSTEMS**9 Hrs.**

Introduction, Classification of Number System, Types of Number System, Conversions from One Base to Another, Conversion using Shortcut Method.

UNIT 3 WORD PROCESSING**9 Hrs.**

Introduction to word Processing, **Word processing concepts**, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Auto text; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database; Printing documents.

UNIT 4 SPREADSHEET AND ITS BUSINESS APPLICATIONS**9 Hrs.**

Spreadsheet concepts, Managing worksheets; Formatting, Entering data, Editing, and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs.

UNIT 5 PREPARING PRESENTATIONS**9 Hrs.**

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, Media; Design; Transition; Animation; and Slideshow.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the various basics and classifications of computer.
- CO2 - Identify the various classifications in number system.
- CO3 - Gain the knowledge to work with MS-Word document file.
- CO4 - Use the concept of mail merge with the documents.
- CO5 - Familiarize to work with Ms-Excel spread sheet and organizing various graphs and charts.
- CO6 - Prepare and design slides for business presentation.

TEXT / REFERENCE BOOKS

1. Alexis Leon, Oracle, The Application Development Handbook, Comdex Computer Publishing, 1996.
2. Taxali R.K., P.C.Software, Tata McGraw Hill, 2001.
3. Rajaraman V., Computer Application in Business, Prentice Hall of India, 2008.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAAA3008	E-COMMERCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To enable the student to familiar with the mechanism of business transactions through electronic means.
- To gain the knowledge of Information technology Act.
- To pursue online business transactions.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of E-Commerce, e-commerce business models (introduction, key elements of a business model and categorizing major E-commerce business models), **forces behind e-commerce.**

UNIT 2 - SECURITY AND ENCRYPTION**9 Hrs.**

Need and concepts, the e-commerce security environment: (dimension, definition and scope of e-security), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like **hacking, sniffing, cyber-vandalism** etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients),

UNIT 3 - IT ACT 2000 AND CYBER CRIMES**9 Hrs.**

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crime

UNIT 4 - E-PAYMENT SYSTEM**9 Hrs.**

Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

UNIT 5 - ONLINE BUSINESS TRANSACTIONS**9 Hrs.**

Meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment} **Online shopping** (amazon, snapdeal, alibaba, flipkart, etc.)

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Empower the students to access various e-commerce requirements of business.
- CO2 - Mastering the concepts of ecommerce environment.
- CO3 - Know about IT Act and cyber crimes in e-commerce.
- CO4 - Improve the knowledge on offences and penalties of cyber crime activities.
- CO5 - Helps in identifying the major electronic payments, issues and options.
- CO6 - Practice with online business transactions.

TEXT / REFERENCE BOOKS

1. Kenneth C. Laudon and Carlo Guercio Traver, E-Commerce, Pearson Education.
2. David Whiteley, E-commerce: Strategy, Technology and Applications, McGraw Hill Education.
3. Bharat Bhaskar, Electronic Commerce: Framework, Technology and Application, 4th Edition, McGraw Hill Edition.
4. PT Joseph, E-Commerce: An Indian Perspective, PHI Learning .
5. KK Bajaj and Debjani Nag, E-commerce, McGraw Hill Education.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3009	CORPORATE GOVERNANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To gain an understanding of the Corporate Governance
- To know the corporate governance practices of an organization
- To create an awareness on problems associated with governance

UNIT 1 INTRODUCTION**9 Hrs.**

.Understanding a Corporation and its facets- **Corporation as a Complex Adaptive System**- Governance types- Governance and Management-Governance theories-Separation of Ownership and Control-Instances of good and bad governance practices.

UNIT 2 BOARD OF DIRECTORS**9 Hrs.**

Directors vis-à-vis monitoring a corporation- **Directors in historical perspective**- Types of Directors- • Board Committees and Chairman : Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance.

UNIT 3 PRACTICES**9 Hrs.**

Executive Compensation : **Role of Remuneration Committee** - Human Side of Governance - Financial Oversight and Audit Mechanisms : Audit Committee - Disclosure mechanisms - Role of SEBI.

UNIT 4 CORPORATE CONDUCT AND GOVERNANCE**9 Hrs.**

Important Corporate Governance codes and Principles in India- Best Governance practices- Reasons for Corporate Misconduct - Whistle Blower's Protection - **Factors Responsible for Obstructing Effective Corporate Governance Practices** - Corporate Fraud: significant cases.

UNIT 5 HR PERSPECTIVE OF CORPORATE GOVERNANCE**9 Hrs.**

Personal and Interpersonal governance-Integration of Employees, Owners and directors-Employees: Compensation and Ownership-Future directions of Corporate Governance- Governance issues in Entrepreneurial Firms : Unique issues among entrepreneurial forms - Choosing Board of Directors and Venture capitalists.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand conceptual and theoretical foundations of corporate governance
- CO2 - Discuss the role of Board of directors and other stakeholders
- CO3 - Assess the effective practices in Corporate Governance
- CO4 - Describe Corporate Governance codes
- CO5 - Analyze significant cases of corporate frauds and misgovernance
- CO6 - Evaluate the governance of a company from HR perspective

TEXT / REFERENCE BOOKS

1. Kesho Prasad, Corporate Governance, Prentice Hall India, 2013.
2. Robert Ian Tricker, Corporate Governance: Principles, Policies, and Practices, Oxford Publishers, 2012.
3. Jayati Sarkar & Subrata Sarkar, Corporate governance in India, Sage Publications, 2012.
4. Corporate Governance, IICA, Taxmann, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3010	SECURITIES LAW	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To equip the students to understand the law relating to securities
- To impart securities contract regulations and intermediaries
- To familiarise knowledge on listing of securities

UNIT 1 INDIAN FINANCIAL SYSTEM AND SECURITIES CONTRACT ACT**9 Hrs.**

Indian financial system - Meaning, Functions - Structure; **Securities Contract (Regulation) Act (SCR) 1956** - Objectives, Rules and Regulations - Recognized Stock Exchanges - Application for recognition of stock exchanges, Grant of recognition to stock exchanges - Withdrawal of recognition to stock exchanges.

UNIT 2 SECURITIES MARKET INTERMEDIARIES**9 Hrs.**

Primary Market and Secondary Market Intermediaries: Role and Functions, Merchant Bankers, Stock Brokers, Registrars, Underwriters, Bankers to an Issue, Portfolio Managers, Debenture Trustees, Foreign Institutional Investors, Custodians, Credit Rating Agencies, Venture Capitalists

UNIT 3 LISTING OF SECURITIES**9 Hrs.**

Rules relating to Public Issue and Listing of Securities; Issue of Capital and Disclosure Requirements (ICDR) Procedure for Issue of Various Types of Shares and Debentures -Employee Stock Option Scheme and Employee Stock Purchase Scheme.

UNIT 4 SEBI ACT 1992**9 Hrs.**

Securities and Exchange Board of India Act, 1992; Objective; Powers and functions of SEBI; Securities Appellate Tribunal; Penalties and appeals -Appearance before SAT; SEBI (Buyback of Securities) Regulations, 1998; SEBI (Delisting of Equity Shares) Regulations, 2009.

UNIT 5 DEPOSITORIES ACT, 1996**9 Hrs.**

Depository System in India; Role & Functions of Depositories; Depository Participants; Admission of Securities; Dematerialization & Re-materialization; Depository Process; Inspection and Penalties; Internal Audit and Concurrent Audit of Depository Participants.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Illustrate the Indian Financial System
- CO2 - Describe the various intermediaries of securities market
- CO3 - Understand the rules relating to Listing of Securities
- CO4 - Develop the knowledge on the powers and functions of SEBI
- CO5 - Analyze the procedure for dematerialization
- CO6 - Determine the roles and functions of Depositories

TEXT / REFERENCE BOOKS

1. M.Y.Khan, Indian Financial System, 10th Tata McGraw Hill, New Delhi, 2018.
2. C.S.Guneet Mayall. C.S. Rajnish Kumar, Commercial's Securities Laws and Capital Market, Commercial Law Publishers (India) Pvt. Ltd., 2018.
3. Sanjeev Aggarwal, Guide to Indian Capital Market; Bharat Law House, 22, Tarun Enclave, Pitampura, New Delhi, 2000.
4. Kondaiah Jonnalagadd, Securities Law, Lexis Nexis, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3011	ENTREPRENEURSHIP ESSENTIALS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To orient the learner toward entrepreneurship as a career option and creative thinking
- To gain the knowledge about the concepts and role of business houses
- To identify the sources of new ideas

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning, elements, **determinants and importance of entrepreneurship and creative behavior**; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship

UNIT 2 ENTREPRENEURSHIP AND MSME**9 Hrs.**

Concept of business groups and role of business houses and family business in India; **The contemporary role models in Indian business**; their values, business philosophy and behavioural orientations; Conflict in family business and its resolution

UNIT 3 PUBLIC AND PRIVATE SYSTEM**9 Hrs.**

Public and private system of **stimulation, support and sustainability of entrepreneurship**. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund

UNIT 4 SOURCES OF BUSINESS IDEAS AND TESTS OF FEASIBILITY**9 Hrs.**

Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions

UNIT 5 MOBILISING RESOURCES**9 Hrs.**

Mobilizing resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the nature of entrepreneurship.
- CO2 - Describe the function of the entrepreneur.
- CO3 - Build an entrepreneurial business idea.
- CO4 - Assess opportunities and constraints for new business ideas.
- CO5 - Identify personal attributes that enable best use of entrepreneurial opportunities.
- CO6 - Design strategies for successful implementation of ideas.

TEXT / REFERENCE BOOKS

1. Kuratko and Rao, Entrepreneurship: A South Asian Perspective, Cengage Learning, 1st 2012.
2. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, McGraw Hill Education, 8th Edition, 2013.
3. Desai, Vasant. Dynamics of Entrepreneurial Development and Management. Mumbai, Himalaya Publishing House, 6th Edition, 2011.
4. Holt, David H. Entrepreneurship: New Venture Creation, Pearson, 2016.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3012	FUNDAMENTALS OF HRM	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To acquaint students with the techniques and principles of HRM
- To manage human resource of an organization.

UNIT 1 INTRODUCTION**9 Hrs.**

Human Resource Management: Concept and Functions, Role, Skills and **competencies of HR Manager**, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System.

UNIT 2 ACQUISITION OF HUMAN RESOURCE**9 Hrs.**

Human Resource Planning- Quantitative and Qualitative dimensions; job analysis - job description and job specification; Recruitment - Concept and sources; Selection - Concept and process; test and interview; Placement, induction and orientation.

UNIT 3 TRAINING AND DEVELOPMENT**9 Hrs.**

Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role-**Specific and Competency-Based Training**; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development.

UNIT 4 PERFORMANCE APPRAISAL**9 Hrs.**

Nature, objectives and importance; **Modern techniques of performance appraisal**; potential appraisal and employee counseling; job changes - transfers and promotions; Compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation.

UNIT 5 MAINTENANCE**9 Hrs.**

Employee health and safety; employee welfare; social security; Employer-Employee relations- an overview; grievance-handling and redressal; **Industrial Disputes**: causes and settlement machinery

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Acquire sound knowledge of aspects of Human Resource Management in an organization
- CO2 - Demonstrate the process of Acquisition
- CO3 - Design Training and Development Programmes
- CO4 - Analyze methods of performance appraisal and compensation
- CO5 - Evaluate employer employee relations
- CO6 - Explain current law, rules, and regulations related to industrial disputes and settlement Machinery

TEXT / REFERENCE BOOKS

1. Gary Dessler, A Framework for Human Resource Management. Pearson Education.
2. DeCenzo, D.A. and S.P. Robbins, Personnel/Human Resource Management, Pearson Education.
3. Bohlendar and Snell, Principles of Human Resource Management, Cengage Learning.
4. TN Chhabra, Human Resource Management, Dhanpat Rai & Co., Delhi.
5. Rao V.S.P., Human Resource Management, Text and Cases, Excel Books.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3013	FINANCIAL DERIVATIVES	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand about the concept of Derivatives and its types
- To acquaint the knowledge on Options and Futures
- To know about Hedging and the development position of Derivatives in India.

UNIT 1 INTRODUCTION**9 Hrs.**

Derivatives - History of Derivatives Markets - Uses of Derivatives - Critiques of Derivatives - Need for Derivatives - Evolution of Derivatives in India - Major Recommendations of Dr. L.C. Gupta Committee - Benefits of Derivatives in India - Types of Derivatives - Derivatives Trading at NSE/BSE

UNIT 2 FORWARD AND FUTURES**9 Hrs.**

Financial Derivatives - Features, Types - Forward: Pricing and Trading Mechanism - Forward Contract - Features of Forward Contract - Classification of Forward Contracts - Forward Trading Mechanism. Futures: Types of Financial Futures Contract - Evolution of Futures Market in India - Traders in Futures Market in India - Functions and Growth of Futures Markets - Futures Market Trading Mechanism - Forward Contract Vs. Futures Contracts.

UNIT 3 OPTIONS**9 Hrs.**

Concept of Options - Types - Option Valuation - Option Positions: Naked and Covered Option - Underlying Assets in Exchange-traded Options - Determinants of Option Prices - Basic Principles of Option Trading.

UNIT 4 SWAP**9 Hrs.**

Concept, Nature, Evolution and Features of Swap - Types of Financial Swaps - Interest Rate Swaps - Currency Swap - Debt Equity Swap - Commodity Swaps - Equity Index Swaps

UNIT 5 HEDGING**9 Hrs.**

Concepts - Model - Basic Long and Short Hedges - **Cross Hedging** - Basis Risk and Hedging - Basis Risk Vs Price Risk - Hedging Effectiveness - Devising a Hedging Strategy - Hedging Objectives - Management of Hedge.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the emerging structure of derivatives market in India.
- CO2 - Describe the concept of financial futures contracts.
- CO3 - Compute Call and put options payoffs.
- CO4 - Distinguish between different types of interest rates and currency swaps.
- CO5 - Comprehend the various steps involved in management of a hedge.
- CO6 - Knowledge on strength and weaknesses of Indian Derivatives market.

TEXT / REFERENCE BOOKS

1. Gupta S.L., Financial Derivatives Theory, 2nd Edition, Concepts and Problems, PHI, Delhi, 2017.
2. Kumar S.S.S., Financial Derivatives, 1st Edition, PHI, New Delhi, 2010.
3. Chance, Don M., Derivatives and Risk Management, 10th Edition, Cengage Learning, Delhi, 2016.
4. Stulz M. Rene, Risk Management & Derivatives, 1st Edition, Cengage Learning, Delhi, 2003.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3014	SECURITY AND PORTFOLIO MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the students on the concept of Securities Market.
- To know the techniques of Investment Management.
- To gain knowledge on various strategies followed by investment practitioners

UNIT 1 FINANCIAL MARKET**9 Hrs.**

Financial Market- Primary Market - Methods of floating new issues, Book building - Role of primary market - Regulation of primary market, Secondary Market-Stock Exchanges- Meaning - Features - Functions -NSE - BSE - Indices; DEMAT, Trading Account - Stock Brokers.

UNIT 2 INVESTMENT**9 Hrs.**

Meaning, **Characteristics and objectives of Investment** - Difference - Investment, Speculation and Gambling; Investment alternatives. Security Risk and return calculations -Types of risks.

UNIT 3 SECURITY ANALYSIS**9 Hrs.**

Security analysis-Fundamental analysis- Technical analysis- Tools & Charting techniques.

UNIT 4 PORTFOLIO MANAGEMENT**9 Hrs.**

Introduction & process - **Traditional / Modern Portfolio** - Portfolio risk& return calculation of two and three security portfolios - Correlation coefficient.

UNIT 5 PORTFOLIO SELECTION AND REVISION**9 Hrs.**

Markowitz portfolio model-Utility curves in portfolio selection -Capital asset pricing model -Capital market line & Security market line - Portfolio performance - Sharpe's, Treynor's and Jensen's index - Portfolio revision.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Describe the various financial markets.
- CO2 - Develop the basic knowledge on investment and various avenues.
- CO3 - Decide to trade based on fundamental and technical analysis.
- CO4 - Compute on the portfolio risk and return.
- CO5 - Construct optimal portfolio and empirical applications of asset pricing models.
- CO6 - Develops students to understand and apply ethical standards in the investment profession.

TEXT / REFERENCE BOOKS

1. V.K.Bhalla, Investment Management, 19th Edition, S. Chand & Company Pvt. Ltd., 2013.
2. Preeti Singh, Investment Management, 1st Edition, Himalaya Publishing House Pvt. Ltd., 2016.
3. ZviBodie, Alex Kane and Alan J. Marcus, Essentials of Investments, McGraw Hill Irwin, 10th Edition, 2017.
4. Punithavathypandian, Security Analysis and portfolio management, 2nd Edition, Vikas Publishing House Pvt. Ltd., 2005.
5. Prasanna Chandra, Investment & Portfolio Management, 4th Edition, Tata McGraw Hill, 2012.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3015	INTERNATIONAL BANKING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the basic concept of International Banking and Financial Institutions and expose various types of risk faced by international banks.
- To provide necessary knowledge of international banking operations and international payment arrangements.
- To introduce recent trends in international banking.

UNIT 1 INTERNATIONAL BANKING AND FINANCIAL INSTITUTIONS**9 Hrs.**

Origin and Evolution of International banking - Global trends as reasons for growth of international banking -future prospects of International banking - Need for regulation of international banking in the current scenario. International financial institutions - International Financial centres.

UNIT 2 RISK MANAGEMENT IN INTERNATIONAL BANKING**9 Hrs.**

Risk Management in International Banking: Risk Management: Risks in Banking - Credit risk, Market risk, Settlement risk, Liquidity risk, Operational risk, and Legal risk - Need and importance of credit rating - Asset Liability Management (ALM) - Importance of ALM - off-Balance Sheet items - off-balance sheet risk - Asset/Liability and International Banking operations.

UNIT 3 INTERNATIONAL BANKING OPERATIONS**9 Hrs.**

Off-shore financial centres - Rationale - Characteristics of offshore financial centres - Types of offshore centers - International Banking facilities - Special Economic Zones (SEZs) - Regulatory concerns. Correspondent banking -- clearing house functions - payments and collections - credit services - foreign exchange services - other facilities. Foreign Bank Branches' operations: Factors behind overseas branch expansion - Objectives of abroad branches - constraints faced by overseas operations.

UNIT 4 INTERNATIONAL PAYMENT ARRANGEMENTS**9 Hrs.**

International Payment Arrangements - Society for Worldwide Interbank Financial Telecommunication (SWIFT) - SWIFT messaging. Payment methods in International Trade - Cash in advance - Letter of Credit (L/C) - Documentary collection - Open account or credit - Countertrade or Barter

UNIT 5 INTERNATIONAL BANKING - RECENT TRENDS**9 Hrs.**

Basel III compliance by Banking Industry across the globe - Shadow Banking - Issues pertaining to provisioning and non-performing assets - cross-border terrorism.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Examine the functions and operations of international banks.
- CO2 - Assess the risk involved in International Banking.
- CO3 - Describe the banking operations of International banks.
- CO4 - Evaluate the sources of foreign exchange.
- CO5 - Examine International Payment arrangements.
- CO6 - Elaborate the contemporary trends in banking industry.

TEXT / REFERENCE BOOKS

1. Cheol Eun & Bruce G. Resnick, International Financial Management, 6th Edition, McGraw Hill Education, 2012
2. Indian Institute of Banking & Finance. International Banking Operations Macmillan Publishers India, 2nd Edition, 2017.
3. Jane Hughes & Scott MacDonald, International Banking: Text and Cases. Prentice Hall, 2002.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 10 Questions of 2 marks each - No choice**PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**Exam Duration: 3 Hrs.****20 Marks****80 Marks**

SBAA3016	RELATIONSHIP MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts and principles of Relationship marketing
- To appreciate the role and changing face of CRM as an IT enabled function,
- To enable managing Customer Relationship.

UNIT 1 INTRODUCTION**9 Hrs.**

Definitions - Concepts of relationship Management - Evolution - Transactional Vs Relationship Approach - **Evaluation of Customer Relationship Management (CRM)** - Customer Loyalty - CRM Success Factors and Levels of Services - Service - Level Agreements

UNIT 2 UNDERSTANDING CUSTOMER**9 Hrs.**

Customer Life Cycle - Customer information Database - **Customer Profile Analysis** - Customer perception, Expectations analysis - Customer behavior in relationship perspectives; individual and group customer's - Customer life time value - Selection of Profitable customer segments.

UNIT 3 CRM STRUCTURES**9 Hrs.**

Elements of CRM - CRM Process - **Strategies for Customer acquisition** - Retention and Prevention of defection - Models of CRM - CRM road map for business applications.

UNIT 4 CRM PLANNING AND IMPLEMENTATION**9 Hrs.**

Strategic CRM planning process - Implementation issues - CRM Tools- **Analytical CRM** - Operational CRM - Call center management - Role of CRM Managers.

UNIT 5 TRENDS IN CRM**9 Hrs.**

e- CRM Solutions - **Data Warehousing** - Data mining for CRM - an introduction to CRM software packages.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the strategic customer acquisition.
- CO2 - Develop customer relations, acquire new customers.
- CO3 - Examine the importance of customer relations.
- CO4 - Evaluate strategic and tactical issues involved in customer relationship management.
- CO5 - Assess the role of information and communication technologies in relationship marketing.
- CO6 - Discuss the Customer Relationship Techniques.

TEXT / REFERENCE BOOKS

1. G.Shainesh, Jagdish, N.Sheth, CRM Strategic Prespective, Macmillan, 2005.
2. Alok Kumar et al, CRM: Concepts and applications, Biztantra, 2008.
3. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing.
4. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3017	SOFTWARE PROJECT MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the fundamental principles of Software Project management.
- To have a good knowledge of responsibilities of project manager.
- To be familiar with the different methods and techniques used for project management.

UNIT 1 INTRODUCTION**9 Hrs.**

Defining of **Software Development Process** - Process - Tailoring the Process - Improving the process discipline - Need for implementing discipline. Software Production Process - Identify the Software Model - Software Process Models : Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model - Software Life Cycle.

UNIT 2 SOFTWARE DEVELOPMENT**9 Hrs.**

Software Development Team - Three Vital Aspects of Software Project Management - The Team - Meaning of Leadership - Communicating in Harmony - Personality traits - Project Organizations. Project Planning : Top-Down and Bottom-Up Planning - Types of Activity - Project Duration : Schedule Monitoring Tools - Gantt Chart, PERT Chart, Critical Path.

UNIT 3 PROJECT REVIEW**9 Hrs.**

Tracking Meetings - Recovery plans - Schedule Work & Escalation Meetings. Project Engineering: Product Requirements - Understanding the Customer Problem to solve - Initial Investigation, Strategies for determining information requirements, Information gathering Tools - Product Objectives.

UNIT 4 PROBLEM SOLVING**9 Hrs.**

Product Specifications - Defining the Final Product - Data Flow Diagram, Data Dictionary, Structured English, Decision Trees, Decision Tables - Feasibility Study. Software Testing : Test Plan - Development Testing : Verification and Validation - General Testing Methods : White Box and Black Box Testing - Unit Testing - System Integration Testing - Validation Testing - System testing.

UNIT 5 SOFTWARE QUALITY**9 Hrs.**

Software Quality - Quality Measures - FURPS - **Software Quality Assurance** - Software Reviews - Format Technical Review (FTR) Formal Approaches to SQA - Software Reliability - Introduction to SQA - The Software Quality Assurance Plan - Formal approaches to SQA - Clean room Methodology.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Apply project management concepts and techniques to an IT project.
- CO2 - Identify issues that could lead to IT project success or failure.
- CO3 - Explain project management in terms of the software development process.
- CO4 - Describe the responsibilities of IT project managers.
- CO5 - Apply project management concepts through working in a group as team leader
- CO6 - Be an active team member on an IT project.

TEXT / REFERENCE BOOKS

1. Neil Whitten, Managing Software development projects for success, John Wiley & Sons.
2. Roger S Pressman, Software Engineering, McGraw Hill.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAAA3018	INFORMATION MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the importance of information in business.
- To know the technologies and methods used for effective decision making.
- To understand the security control system and ethics in IT.

UNIT 1 INTRODUCTION**9 Hrs.**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, **System development methodologies**, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT 2 SYSTEM ANALYSIS AND DESIGN**9 Hrs.**

System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

UNIT 3 DATABASE MANAGEMENT SYSTEMS**9 Hrs.**

DBMS - HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.

UNIT 4 SECURITY CONTROL AND REPORTING**9 Hrs.**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT 5 NEW IT INITIATIVES**9 Hrs.**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the importance of information in business.
- CO2 - Gains knowledge on effective applications of information systems in business.
- CO3 - Describe about the system analysis and design.
- CO4 - Manage the database management system.
- CO5 - Develop the security control to protect the system.
- CO6 - Know the role of information management in e-business, ERP and business intelligence.

TEXT / REFERENCE BOOKS

1. Robert Schultheis & Mary Summer, Management Information Systems, The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon & Jane Price Laudon, Management Information Systems - Managing the digital firm, PHI Learning/ Pearson Education, PHI, Asia, 2012.
3. James O'Brien, Management Information Systems - Managing Information.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 10 Questions of 2 marks each - No choice**20 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**80 Marks**

SBAA3019	OFFICE MANAGEMENT AND SECRETARIAL PRACTICE		L	T	P	Credits	Total Marks
			4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the students with the activities in a modern office.
- Understand the facilities provided to the staff working in the office.
- To know the role of secretary in an organisation.

UNIT 1 OFFICE MANAGEMENT - FILING AND INDEXING**9 Hrs.**

Office Management: Meaning of office. Functions of office - primary and administrative management functions, importance of office, duties of the office manager, his qualities and essential qualifications.

Filing and Indexing: Filing and Indexing - Its meaning and importance, essentials of good filing, centralized vs. decentralized filing, system of classification, methods of filing and filing equipment.

UNIT 2 MAIL AND MAILING PROCEDURE**9 Hrs.**

Meaning and importance of mail, centralization - its advantages - **room equipment and accessories**, sorting tables and rack - letter opener, time and date stamps, postal franking machine, addressing machine - mailing scales, mailing through post, courier, email, appending files with email. Inward and outward mail.

UNIT 3 MODERN OFFICE EQUIPMENTS**9 Hrs.**

Introduction, meaning and Importance of office automation, objectives of office mechanization, advantages, disadvantages, factors determining office mechanization. **Kind of office machines:** personal computers, photocopier, fax, telephone, telephone answering machine, dictating machines, etc.

UNIT 4 BANKING FACILITIES AND MODE OF PAYMENTS**9 Hrs.**

Types of accounts. **Passbook and cheque book.** Other forms used in banks. ATM and money transfer - Types of payments handled such as postal orders, Cheque (crossed / uncrossed), post-dated and pre-dated Cheques, stale Cheque, dishonored Cheque.

UNIT 5 ROLE OF SECRETARY**9 Hrs.**

Definition; Appointment; Duties and Responsibilities of a Personal Secretary; Qualifications -Modern technology and office communication, email, voice mail, internet, multimedia, scanner, video-conferencing, web-casting. Agenda and Minutes of Meeting. Drafting, fax-messages, email. Maintenance of appointment diary.

Max.45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the various administrative systems required in an Office.
- CO2 - Apply competency in managing banking transactions.
- CO3 - Develop effective filing system.
- CO4 - Manage office equipment efficiently.
- CO5 - Discuss the roles and responsibilities of personal secretary.
- CO6 - Prepare Agenda and Minutes of Meeting.

TEXT / REFERENCE BOOKS

1. Bhatia R.C., Principles of Office Management, Lotus Press, 1st Edition, 2012.
2. Ghosh, Evam Aggarwal: Karyalaya Prabandh, Sultan Chand & Sons, 12th Edition, 2015.
3. Chopra R.K., Office Management, Himalaya Publishing House, 10th Edition, 2015.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 10 Questions of 2 marks each - No choice**PART B:** 2 Questions from each unit of internal choice, each carrying 16 marks**Exam Duration: 3 Hrs.****20 Marks****80 Marks**

SBAA5102	DYNAMICS OF ORGANISATIONAL BEHAVIOUR	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the behaviour of human beings as individuals and groups
- To interpret individual and group dimensions in organizational behaviour
- To comprehend the dynamics of complex work situations.

UNIT 1 CONCEPT OF ORGANIZATIONAL BEHAVIOUR**9 Hrs.**

Definition-Nature-Characteristics-importance of organizational behaviour- models, -Cognitive Framework-Behaviouristic Framework and Social Cognitive Framework of organizational behavior.

UNIT 2 INDIVIDUAL BEHAVIOUR**9 Hrs.**

Perception- Concept- Nature- Process- Importance-Management and Behavioural Applications of Perception- Attitude- Concept- Process and Importance- Attitude Measurement - Attitudes and Workforce Diversity- Personality- Concept, Nature, Types and Theories of Personality Shaping-Personality Attitude and Job Satisfaction-Learning- Concept and Theories of Learning.

UNIT 3 GROUP BEHAVIOUR**9 Hrs.**

Motivation - Theories of Motivation- Early and Contemporary views- Motivating a Diverse Workforce- Leadership- Styles - Traits -Theories of Leadership -Interpersonal Relationship- Group Dynamics - Stages of Group Development-Group Cohesiveness-Formal and Informal Groups- Group Processes and Decision Making-Dysfunctional Groups.

UNIT 4 ORGANISATIONAL DYNAMICS**9 Hrs.**

Organisational Power and Politics -Concept - Sources of Power- Distinction between Power-Authority and Influence- Approaches to Power, Political Implications of Power-Dysfunctional Uses of Power - Knowledge Management - Emotional Intelligence in Contemporary Business Organisation-Conflict-Sources-Types-Functionality and Dysfunctionality of Conflict-Resolution of Conflict.

UNIT 5 ORGANISATIONAL CHANGE**9 Hrs.**

Change-Concept-Nature- Resistance to change- Managing resistance to change- Implementing Change- Kurt Lewin Theory of Change-Grievance -Types -Process of Grievance Handling-Stress-Consequences-Causes of Stress- Managing Stress- Organisational Culture-Characteristics-Elements-Implications of Organisation culture, Process -Job Satisfaction-Components - Significance - Influencing Factors.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the basic elements of human behaviour.
- CO2 - Discuss individual and group behaviour
- CO3 - Examine important aspects of group/team processes.
- CO4 - Demonstrate ability to manage, lead and work with other people in the organization.
- CO5 - Analyze the significance of conflict, politics and change in organizations
- CO6 - Design effective organizational dynamics.

TEXT / REFERENCE BOOKS

1. Newstrom John W. Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill, 12th Edition, 2017.
2. Luthans Fred, Organizational Behaviour, Tata McGraw Hill, 12th Edition, 2017.
3. Sundar & Srinivasan, Elements of Organisational Behaviour, Vijay Nicole Imprints Pvt. Ltd., 2009.
4. Luthans Fred, Organizational Behavior, McGraw Hill Publishers Co. Ltd., New Delhi, 2006.
5. Aswathappa K., Organizational behavior, HPH, Bombay, 2006.
6. S.S. Khanka, Organizational Behavior, S. Chand & Co., 2008.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA5105	ENTREPRENEURSHIP AND BUSINESS VENTURING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of entrepreneurship, enterprise and business venturing.
- To identify elements of a business plan.
- To prepare a project report and know the sources of finance.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning of entrepreneur - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.

UNIT 2 BUSINESS PLANNING PROCESS**9 Hrs.**

Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

UNIT 3 CRAFTING BUSINESS MODELS AND LEAN START-UPS**9 Hrs.**

Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching.

UNIT 4 BUSINESS VENTURING**9 Hrs.**

Creating and organizing the venture - Product development - The founding team - Organizational, legal and ethical issues - Operations management -Start-up costs -Financing the new venture - New venture marketing - Planning for growth.

UNIT 5 ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT**9 Hrs.**

A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India - Role of Central Government and State Government in promoting Entrepreneurship - Women Entrepreneurs- Role, Problems and Prospects.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Think critically about the entrepreneurial process in several contexts
- CO2 - Analyze the milestones and related challenges in developing a new venture.
- CO3 - Create a business plan.
- CO4 - Discuss the key issues related to new venture creation.
- CO5 - Apply concepts and techniques in a variety of settings for the entrepreneurial process.
- CO6 - Design.

TEXT / REFERENCE BOOKS

- David H.Holt, Entrepreneurship: New Venture Creation, Pearson Education, 2016.
- Khanka S.S., Entrepreneurial Development, S.Chand & Company Ltd., New Delhi, 2012.
- Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2018.
- Yescombe E.R., Principles of Project Finance, Academic Press; 2nd Edition, 2017.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA5204	OPERATIONS MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the basic concepts, strategies, tools and techniques of operation management
- To gain knowledge on Process Planning, Location, Layout, MRP and Inventory Management
- To develop new concepts of operations management.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction and Overview of Operations Management - Understanding similarities and difference among Products, Goods and Services - Historical Development and Current Issues in Operations Management - Operations Strategy and Competitiveness - **Product Design - New Product Development, Make or Buy Decisions.**

UNIT 2 OPERATIONS STRATEGY**9 Hrs.**

Process Planning - Process Redesigning, Procedure for designing a process - Production Planning and Control- Objectives, Elements, Stages of PPC - Capacity Planning - Importance, Types, Capacity Requirement Planning(CRP) - Forecasting - **Factors affecting Forecast, Types of Forecast in Decision Making, Forecasting Models.**

UNIT 3 PLANT LOCATION AND LAYOUT**9 Hrs.**

Facility Location - Factors influencing Plant Location, Break even Analysis.Plant Layout - Classification of Layout, Layout Design Procedures - CRAFT, ALDEP, CORELAP.Line Balancing - Objectives of Assembly Line Balancing, Ranked Positional Weight Method, COMSOAL.

UNIT 4 QUALITY CONTROL**9 Hrs.**

Quality Control - Objectives, Importance, **Quality Control Techniques** - Control Charts - $\bar{x}$ Chart, R Chart, P Chart, C Chart - Acceptance Sampling - Work Study - Method Study, Time Study - Human factors in job design - Ergonomics - Work Environment and Workers Safety.

UNIT 5 MATERIALS MANAGEMENT AND INVENTORY CONTROL**9 Hrs.**

Aggregate Planning - Nature, Strategies, Methods - Material Requirement Planning(MRP-I)- Manufacturing Resource Planning(MRP-II) - Inventory-Types of Inventory - Deterministic demand model-EOQ- Continuous and Periodic review Inventory models - Selective Inventory Control - ABC, VED, FSN Techniques.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of operations management.
- CO2 - Describe the strategies in various manufacturing and service sectors.
- CO3 - Solve and analyze problems using different forecasting techniques.
- CO4 - Evaluate Facility locations and Plant Layout by solving the problems.
- CO5 - Apply the Quality control techniques
- CO6 - Develop new models of operations management.

TEXT / REFERENCE BOOKS

1. Paneerselvam R., Production and Operations Management, PHI Learning Private Ltd., 3rd Edition, 2012.
2. Kanna R.B., Production and Operations Management, PHI Learning Private Ltd., 2nd Edition, 2015.
3. Saravanel P. & Sumathi S., Production and Materials Management, Margham Publications, 2nd Edition, 2012.
4. Chary S.N., Production and Operations Management, Tata McGraw Hill Education Pvt. Limited, 4th Edition, 2009.
5. Singh S.P., Production and Operations Management, Vikas Publishing House Private Limited, 1st Edition, 2014.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA5207	STRATEGIC MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand concepts in the field of Strategic Management
- To develop skills to formulate strategies
- To assess business models and provide solutions

UNIT 1 UNDERSTANDING STRATEGY**9 Hrs.**

Concept of strategy, Corporate, Business and Functional Levels of Strategy Meaning and Characteristics of strategic management, **Strategic Management Process**, Stakeholders in business and their roles in strategic management. Strategic Intent-Vision- Mission, Business definition using Abell's three dimensions-Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).

UNIT 2 ENVIRONMENTAL APPRAISAL**9 Hrs.**

Environmental Threat and Opportunity Profile (ETOP). Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis. **Analyzing Company's Internal Environment**: Resource based view of a firm, sources of competitive advantage, VRIO Framework, Core Competence, Benchmarking -Value Chain Analysis Strategic Advantage Profile, Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model.

UNIT 3 GENERIC COMPETITIVE STRATEGIES**9 Hrs.**

Meaning-Low cost, Differentiation, Focus. Grand Strategies: Stability- Growth -**Diversification Strategies**, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies.

UNIT 4 STRATEGY IMPLEMENTATION**9 Hrs.**

Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies, McKinsey's 7s Framework. Organization Structures for Strategy Implementation matching structure to strategy, organizational design for stable Vs. turbulent environment, Changing Structures & Processes-Reengineering & strategy implementation - **Principles of Reengineering**.

UNIT 5 STRATEGY EVALUATION**9 Hrs.**

Operations Control and Strategic Control - Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation. Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Business Models-Internet Strategies for Traditional Business -Virtual Value Chain. Sustainability & Strategic Management: Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of strategic management strategic approaches to Decision Making.
- CO2 - Explain Environmental appraisal.
- CO3 - Examine the competitive strategies.
- CO4 - Discuss Strategy Implementation.
- CO5 - Assess functional strategies.
- CO6 - Elaborate Strategic evaluation.

TEXT / REFERENCE BOOKS

1. Bhattachary S.K. and N.Venkataramin, Managing Business Enterprise: Strategies.
2. AzharKazmi, Strategic Management and Business Policy, Tata McGraw Hill, 3rd Edition
3. Pearce J.A. & Robinson R.B., Strategic Management formulation implementation and control, TMH.
4. Arthur A. Thompson Jr. & A.J Strickland III, Crafting and executing strategy, TMH.
5. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI.
6. Upendra Kachru, Strategic Management, Excel books.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA5301	GLOBAL BUSINESS MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the global business environment.
- To Interpret global markets and global climates.
- To formulate strategies to manage international businesses.

UNIT 1 INTRODUCTION TO INTERNATIONAL BUSINESS**9 Hrs.**

Evolution- **Theories of global trade and investment** - Mercantilism - Theory of Absolute Advantage - Theory of Comparative Advantage - Factor Endowment Theory - **Product Life Cycle Theory** -Porter's National Competitive Advantage.

UNIT 2 ENVIRONMENT OF IB**9 Hrs.**

Political - Legal -Technological - Cultural - Demographic and Economic environment, Cross-cultural management- models to aid international managers - **Modes of International Business-Organizing international business** - international designs- factors influencing choice of a design- issues in organization design-Conflict management, reconciliation - **adjudication and arbitration issues**, supporting Institutions -Negotiations.

UNIT 3 TRADE POLICIES**9 Hrs.**

WTO and LPG policies-Its Implications on India- Regional Trade Blocks- Integration between countries-levels of integration and impact of integration-International strategic alliances-nature- benefits- pitfalls- scope- how to make alliances work.

UNIT 4 GLOBAL INVESTMENTS**9 Hrs.**

Introduction-understanding payment mechanism - Documentation in International Trade - Financing Techniques-Export Promotion Schemes-**Export and Import Finance-Global Sourcing and Indian Industries structure**-Reasons for global sourcing- advantages and disadvantages-Challenges for Indian Businesses.

UNIT 5 GLOBAL BUSINESS OPERATIONS**9 Hrs.**

Strategic issues in operations management-**Manufacturing Management, Logistics Management and Procuring-Technology transfers** - issues Marketing Management- benefits of international markets- major activities in international marketing- Human Resource Management-Approaches-Expatriation and Repatriation Process, Training-Compensation-Industrial Relations.

Max. 45 Hrs.**COURSE OUTCOMES**

- On completion of the course, student will be able to
- CO1 - Learn the theories of global trade and investment.
 - CO2 - Explain International Business Environment.
 - CO3 - Discuss the Trade Policies.
 - CO4 - Evaluate Global Investment Mechanisms.
 - CO5 - Assess global business operations.
 - CO6 - Elaborate Strategic issues in management.

TEXT / REFERENCE BOOKS

1. Silvio M. Brondoni, Competitive Business Management: A Global Perspective Routledge, 2018.
2. Abel Adekola, Bruno S. Sergi, Global Business Management: A Cross-Cultural Perspective Routledge, 2016.
3. Leslie Willcocks, Global Business Management Steve Brookes Publishing, 2016.
4. Betty Jane Punnett, International Business and Management: Exercises, Projects, and Cases, Routledge, 2015.
5. Sonia Gupta, International Business, McGraw Hill Education 2015.
6. Charles W.L. Hill, International Business: Competing in the Global Marketplace, McGraw Hill Education, 2014.
7. Vyuptakesh Sharan, International Business Management, Pearson, 2012.
8. Venkateswaran N. International Business Management, New Age International, 2011.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA6101	TALLY LAB	L	T	P	Credits	Total Marks
		0	0	2	1	100

COURSE OBJECTIVES

- To familiarize with the basic concepts, of Accounting
- To make the students proficient towards creating the accounting records and extract the financial statements
- To impart practical training on this software so that the students could apply its various aspect in their day to day business/professional activities.

SUGGESTED LIST OF EXPERIMENTS

1. Introduction to Tally
2. Creation, Alteration and Deletion of Company
3. Creation/Alteration of Multiple Ledgers/Groups
4. Preparation of Trial Balance
5. Preparation of Profit And Loss Account and Balance sheet - Ledger Balances
6. Preparation of Profit And Loss Account and Balance sheet - Accounting Vouchers
7. Inventory Vouchers
8. Cost Category and Centres
9. Payroll

COURSE OUTCOMES

On completion of the course, student will be able to

- CO1 - Have an understanding of basic Accounting concepts and principles
- CO2 - Set up Company Configurations, Charts of Accounts and record financial transactions
- CO3 - Generate Accounting and Inventory Masters, Vouchers and Basic Reports in Tally
- CO4 - Get familiar with the Technological Advantages like Cost Centers and Categories
- CO5 - Have an understanding of the concept and features of Payroll Accounting and be able to generate Payroll reports
- CO6 - Acquire hands-on experience in the use of Tally accounting package.

TEXT / REFERENCE BOOKS

1. Rajesh Chheda, Learn Tally. ERP 9 with GST, 2nd Edition, Software, 2018.
2. Tally education Pvt. Ltd., Official Guide to Financial accounting using Tally, ERP 9 With GST, BPB publication, 2018.
3. Singh S. and Mehra N., Tally ERP 9: Software for Business and Accounts, V&S Publishers, 2014.
4. Asok K Nadhani , Implementing Tally, BPB Publication, 4th Edition, 2018.

SBAA6201	SPSS LAB	L	T	P	Credits	Total Marks
		0	0	2	1	100

SUGGESTED LIST OF EXPERIMENTS

1. Creation and alteration of a file
2. Measure of Central Tendency
3. Result Analysis
4. Investment analysis
5. Frequency analysis - Preparation of charts and diagrams
6. T - Test
7. One way ANOVA
8. Two way ANOVA
9. Regression
10. Correlation - Bi-variate and multi-variate
11. Rank Correlation
12. Cross tabulation and Chi-square test

SBAA6301	MS-OFFICE LAB	L	T	P	Credits	Total Marks
		0	0	2	1	100

I. MS WORD

Creating Business Documents using the following facilities:

1. Text Manipulations
2. Usage of Numbering, Bullets, Footer and Headers
3. Usage of Spell check, Find & Replace
4. Text Formatting
5. Picture insertion and alignment
6. Creation of documents, using templates
7. Mail Merge Concepts
8. Copying Text & Pictures from Excel

II. MS-EXCEL

Creating spreadsheet in the area of: Loan and Lease statement; Ratio Analysis; Payroll statements; Capital Budgeting; Depreciation Accounting; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression using the following facilities:

9. Cell Editing
10. Usage of Formulae and Built-in Functions
11. Data Sorting (both number and alphabets)
12. Worksheet Preparation
13. Drawing Graphs
14. Usage of Auto Formatting

III. MS-POWER POINT

Creating Business Presentations using following facilities:

15. Inserting Tables, Images, texts, Symbols, Clip arts, Pictures, and New Slides
16. Frame movements of the above
17. Preparation of Organization Charts
18. Presentation using Wizards
19. Usage of design templates Slides,
20. Design; Transition; Animation; and Slideshow

SBAA7003	STRATEGIC FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To acquaint the students with concepts of financial management from strategic perspective.
- To provide an understanding of how strategic financial decisions are taken and how the outcomes are quantified.
- To familiarize various Techniques and Models of strategic financial management.

UNIT 1 INTRODUCTION TO STRATEGIC MANAGEMENT**9 Hrs.**

Nature of Strategic financial Management- Objectives -elements of strategic financial management -Financial policy and strategic Planning- Financial Planning: characteristics, steps - **Financial Modelling: tools and techniques, process.**

UNIT 2 RISK ANALYSIS IN INVESTMENT DECISIONS**9 Hrs.**

Conceptual framework of risk - **Analysis of Risk and Uncertainty in Capital Budgeting**- RAD Approach, CE Approach, Probability Distribution Approach, Decision Tree Approach, Sensitivity Analysis and Simulation - Corporate Strategy and High Technology Investments.

UNIT 3 FINANCING DECISIONS**9 Hrs.**

Financing Strategy: Hybrid financing instruments - Leasing and hire purchase financing - Meaning - Types - Valuation of Lease: tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee and Lease versus buy decision. Determination of Lease rentals - **Venture capital financing**: concept and developments in India; Process and methods of financing.

UNIT 4 DIVIDEND DECISIONS AND INFLATION IN FINANCIAL DECISIONS**9 Hrs.**

Dividend and Valuation- Irrelevance of Dividends; and Relevance of Dividends. Dividend Models- Walter Model, Gordon Model, **Modigliani and Miller Approach Determinants of Dividends Policy** - Dividend Policies - Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural; and Tax Aspects associated with Dividend Decision. Inflation in Financial Decisions- Inflation and Value of the firm - Inflation and Capital Budgeting Decisions - Inflation and Financial Markets.

UNIT 5 MERGERS AND ACQUISITIONS**9 Hrs.**

Corporate Restructuring - Mergers and Acquisitions - Types - Legal Aspects of Mergers - Costs Benefits and tax aspects of mergers- Financial Evaluation of Merger- Take over - Types, Takeover Code - Divestitures - **Ownership Restructuring** - Privatisation - Dynamics of Restructuring - Buy Back of Shares - Leveraged Buy-outs (LBOs) - Demergers.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate the fundamental financial theories relevant to financial decision making.
- CO2 - Establish the trade-off between risk and return and incorporate risk in investment decisions.
- CO3 - Assess the financing alternatives and recommend the suitable method of financing the business.
- CO4 - Evaluate how corporate dividend decisions influence firm value.
- CO5 - Understand the financial aspects and regulatory framework of Mergers, Acquisitions and Takeovers
- CO6 - Apply financial analysis skills in the facilitation of strategic decision making.

TEXT / REFERENCE BOOKS

1. Prasanna Chandra, Fundamentals of Financial Management, 9th Edition, Tata McGraw Hill, 2015.
2. Khan & Jain, Financial Management Text, Problems & Cases, 8th Edition, Tata McGraw Hill, 2018.
3. Pandey I.M., Financial Management, 11th Edition, Vikas Publications, 2015.
4. Rajni Sofat & Preeti Hiro, Strategic Financial Management, PHI, 2011.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA7004	FINANCIAL INSTITUTIONS AND SERVICES	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the role and functions of financial institutions.
- To evaluate and create strategies to promote financial products and services.
- To study on credit rating system and mutual fund.

UNIT 1 FINANCIAL INSTITUTIONS**9 Hrs.**

Financial institutions - banks & non-banking financial institutions - genesis and development- new financial institutions - Indian banking system - an overview - recent developments. Role of reserve bank of India, finance ministry and control mechanism.

UNIT 2 DEVELOPMENT BANKS**9 Hrs.**

Development Banks: IDBI, IFCI ICICI, NABARD, EXIM, SIDBI, Objectives, functions, Scope of Development Banks. International Financing Institutions. Objectives of international financial institutions. Source of funds, priority areas.

UNIT 3 FINANCIAL SERVICES**9 Hrs.**

Structure of Financial System - role of Financial System in Economic Development - Financial Markets and Financial- Role of SEBI -Regulation - Functions of Stock Exchanges- Financial Services Sector Problems and Reforms: Concept, Nature, Scope - Regulatory Frame Work, Growth.

UNIT 4 MERCHANT BANKING AND LEASING**9 Hrs.**

Merchant Banking - Meaning-Types - Responsibilities of Merchant Bankers - Role of Merchant Bankers in Issue Management - Regulation of Merchant Banking in India, Venture Capital - Growth - Financing Pattern- Legal Aspects and Guidelines, Leasing - types -Evaluation of Leasing Option Vs. Borrowing.

UNIT 5 CREDIT RATING AND MUTUAL FUND**9 Hrs.**

Credit Rating - Meaning, Functions - Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting - Types - Factoring in the Indian Context, Mutual Funds - Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines, Working of Public and Private Mutual Funds in India. Debt Securitisation - Concept and Application - De-mat Services-need and Operations-role of NSDL and CSDL.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify the fundamental concept of financial institutions and banking system in India
- CO2 - Summarize the functions and role of development banks in India
- CO3 - Demonstrate the structure of financial system
- CO4 - Discuss the functions of merchant banking in India
- CO5 - Create awareness of credit rating and its role
- CO6 - Analysis de-mat services and operations

TEXT / REFERENCE BOOKS

- Ahuja V.K., Law Relating to Intellectual Property Law, Lexis Nexis, 2nd Edition, 2013.
- Gopalakrishnan N.S. & T.G.Ajitha, Principles of Intellectual Property, Eastern Company, 2nd Edition, 2014.
- M.Y.Khan "Industrial Finance", Tata McGraw Hill Publishers 10th Edition, 2018.
- SundarSankaran Indian Mutual Funds Handbook A Guide for Industry Professionals and Intelligent Investors, 5th Edition, Vision Pub., 2018.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7006	INTERNATIONAL FINANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To introduce the environment of international finance and its implications on international business.
- To determine the exchange rates and interest rates and their forecasting.
- To explore the sources of long term finance and design financial strategies.

UNIT 1 INTRODUCTION OF FOREIGN EXCHANGE MARKETS**9 Hrs.**

Introduction of Foreign Exchange Markets -Spot and Forwards Exchange Rates - Eurocurrency and Domestic Interest Rates - Quotations and Market Rules. **Parity conditions in International Finance Purchasing Power Parity** -Covered Interest Parity - Real Interest Parity -Parity Conditions and Managerial Implications.

UNIT 2 FORECASTING EXCHANGE RATES**9 Hrs.**

Forecasting Exchange Rates - Fundamental Factors Affecting Exchange Rates - Time Series Forecasting International Sources of Finance for the Firm -Bond Financing (Fixed and Floating Rate Notes) - Loan Financing (Syndicates Loans) - Securitized Financing (Euronote) - Equity Financing (GDR and ADR) Features of Loan Agreements: Loan Negotiations.

UNIT 3 INTERNATIONAL FINANCING DECISION**9 Hrs.**

International Financing Decision - Issues in Overseas Funding Choices - Economic Circumstances and overall Funding Choices - Funding and Risk Management Aspects.

UNIT 4 ANALYSIS OF INTERNATIONAL CAPITAL BUDGETING**9 Hrs.**

Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment. Foreign Exchange Risk Management - Conceptual Overview - Nature of Exposure (Economic, Transaction, Translation) Hedging and Speculation,

UNIT 5 DERIVATIVES**9 Hrs.**

Derivatives and Exposure Management - Currency Forwards - Currency Options - Currency Futures - Currency Swaps - Interest Rate Risk Management. Framework of Managing Exposures, Accounting Implications of Forex Transactions - Derivatives Accounting.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify various international Exchange market and its implications.
- CO2 - Analyze the knowledge of exchange market and able to mobilize fund in international market.
- CO3 - Apply the knowledge in making decision based on risk.
- CO4 - Understand the international financial decisions.
- CO5 - Evaluate the cost of capital for international funds.
- CO6 - Create new strategy to integrate the global developments with the changing business environment.

TEXT / REFERENCE BOOKS

1. Shailaja Gajjala, International Finance, Universities Press; 2nd Edition, 2011.
2. Hartley Withers, International Finance, Forgotten Books, 3rd Edition, 2018.
3. Madhu Vij, International Financial Management, Excel Books; 3rd Edition, 2014.
4. Agarwal O.P., International Finance, Himalaya Publishing House, 1st Edition, 2017.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7008	PROJECT FINANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To know the concept of project and how it is financed.
- To observe the factors that influences project feasibility.
- To understand the methods of appraising a project.

UNIT 1 INTRODUCTION TO PROJECT FINANCE**9 Hrs.**

Project meaning - **Stages in a project cycle**: Project identification, formulation, evaluation and implementation - Role of consultants in project management. Sources of finance- Public issue of shares, debentures, public deposits, leasing, internal generation of funds, commercial papers, global depository receipts, borrowings from banks and FIs - Venture capital - Innovative instruments in the capital market.

UNIT 2 CAPITAL STRUCTURE**9 Hrs.**

Project financing - Estimating the total capital requirements - Factors determining the fixed capital and working capital - Judicious financing plan - Capital gearing - Matching of requirements with available financial assistance from various sources

UNIT 3 PROJECT APPRAISAL MANAGERIAL ASPECT**9 Hrs.**

Process of lending for a project - Pre-sanction appraisal - Appraisal of managerial and technical aspects: Evaluation of managerial skills, past records, management and working of other group companies evaluation of appropriative technology, availability of raw materials and utilities and safeguards against pollution, effluent disposal/treatment.

UNIT 4 PROJECT APPRAISAL FINANCIAL ASPECT**9 Hrs.**

Project appraisal - **Evaluation of commercial aspects**: Estimation of demand supply gap, distribution channels and selling arrangements - Evaluation of financial aspects: Debt equity ratio, current ratio, debt service coverage ratio, return on investment, security margin, internal rate of return & breakeven analysis.

UNIT 5 PROJECT APPRAISAL - SOCIETAL ASPECT AND IMPLEMENTATION**9 Hrs.**

Project appraisal - **Economic analysis**: Economies of scale, employment generation, social cost benefit analysis, contribution to government revenue, political stability, priority and evaluation of international competitiveness. Project monitoring - Post sanction supervision and follow up - How to improve recovery? **Industrial sickness**: Warning signals and causes - Rehabilitation of a sick industrial unit - Role of the board for industrial and financial reconstruction (BIFR)

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concept of project finance.
- CO2 - Analyze the various sources of finance for the project.
- CO3 - Identify the factors to be considered for a feasibility of a project.
- CO4 - Evaluate the level of impact of various factors on feasibility of a project.
- CO5 - Project implementation and monitoring.
- CO6 - Identification of sick units and the rehabilitation process.

TEXT / REFERENCE BOOKS

- Goel B.B., Project Management: A Development Perspective, Deep and Deep Publications, New Delhi.
- Sengupta A.K., Bank Credit to Industry, Skylark Publications, New Delhi.
- Prasanna Chandra, Projects Preparations, Appraisal, Budgeting and Implementation, Tata McGraw Hill.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7009	CONSUMER BEHAVIOUR	L	T	P	Credit	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the role of consumer behaviour in marketing.
- To identify qualitative and quantitative methods of measuring consumer behaviour.
- To understand the role of global consumer.

UNIT 1 INTRODUCTION**9 Hrs.**

Consumer Behaviour-Meaning, Definition-scope and Application of consumer behaviour- Consumer involvement -Nature and Characteristics of Indian consumers- **consumer behavior interdisciplinary approach**; Introduction to Industrial Buying Behaviour, Consumer Behaviour Models

UNIT 2 ENVIRONMENTAL FACTORS**9 Hrs.**

Environmental influences on Consumer Behaviour: Consumer socialization process; consumer roles within a family; purchase influences and role played by children; family life cycle. Social Class and Consumer behaviour: Determinants, characteristics. **Culture and Consumer Behaviour**: Characteristics of culture; core values held by society and their influence on consumer behaviour; introduction to sub-cultural and cross-cultural influences. **Opinion Leadership** Process: Characteristics and needs of opinion leaders and opinion receivers; interpersonal flow of communication-- Marketing implications of the above influences.

UNIT 3 CONSUMER PERCEPTIONS**9 Hrs.**

Consumer perceptions -Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

UNIT 4 MARKETING COMMUNICATION**9 Hrs.**

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - **Marketing communication** - Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.

UNIT 5 GLOBAL CONSUMER BEHAVIOUR**9 Hrs.**

The Global Consumer Behavior and Online buying behavior - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - **Issues of privacy and ethics**.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the conceptual foundations of consumer buying behavior.
- CO2 - Identify the major influences in consumer behavior.
- CO3 - Implement appropriate combinations of theories and concepts.
- CO4 - Acquaint with the communication and consumer decision making.
- CO5 - Create awareness about global consumer behavior.
- CO6 - Use most appropriate techniques to apply market solutions.

TEXT / REFERENCE BOOKS

1. Bennet and Kassarian, Consumer Behaviour, Prentice Hall of India, New Delhi.
2. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011.
3. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011.
4. Berkman & Gilson, Consumer Behaviour: Concepts and Strategies, Kent Publishing Company.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7011	STRATEGIC MARKETING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To introduce a systematic understanding of marketing strategy and decision making.
- To understand and apply the STP strategies of marketing.
- To understand and appreciate the concept of marketing strategy formulation and implementation.

UNIT 1 INTRODUCTION TO STRATEGIC MARKETING**9 Hrs.**

Marketing role in formulating and implementing strategies - market oriented management, **process of formulation and implementation of marketing strategy - integrating marketing strategy** with the firm's other strategies and resources, market opportunity analysis, formulating strategies for specific situations, implementation and control.

UNIT 2 UNDERSTANDING MARKET OPPORTUNITIES**9 Hrs.**

Market and Industry - meaning, **assessing market and industry using Mullins' framework** - Forecasting Based on Current Demand, Past Demand, Experimentation, Intentions and Expert Opinion

UNIT 3 MARKETING TECHNIQUES**9 Hrs.**

Targeting Attractive Market Segments and Positioning - Choosing Attractive Market Segments -process - Different Targeting Strategies - Differentiation Based on Product, Image, Channel, Personnel & Services - Positioning Process.

UNIT 4 STRATEGIC MARKET FOR NEW ENTRIES AND GROWTH MARKET**9 Hrs.**

Market Entry Strategies for Pioneers and Followers: Sources of competitive advantage for pioneers and followers - Components of strategic marketing programmes for Mass market penetration and niche market penetration - Growth Market Strategies for Market Leaders and followers: Different types of marketing objectives for leaders and followers, market share maintenance and growth strategies

UNIT 5 STRATEGIC MARKETING FOR MATURE AND DECLINING MARKETS**9 Hrs.**

Challenges in mature and declining markets, transition from growth to maturity - **Marketing Strategies for Mature Markets:** Maintaining current market share, extending volume growth – Marketing Strategies for Declining Markets: Marketing objectives and programmes for Harvesting, Maintenance, Survivor & Niche Strategy.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the fundamentals of Strategic Marketing.
- CO2 - Evaluate the various strategic market opportunities.
- CO3 - Apply knowledge to evaluate various Marketing Techniques.
- CO4 - Determining the strategic market for new entrants.
- CO5 - Develop strategic thinking in the context of complex problems and challenges faced by executives.
- CO6 - Analyze and improve the Marketing for declining markets.

TEXT / REFERENCE BOOKS

1. Piercy Nigel, Strategic Marketing, McGraw Hill Higher Education; 10th International Edition, 2012.
2. Andrew Whalley, Strategic Marketing, Ventus Publishing, 2010.
3. Gupta S.L., Strategic Marketing Management, Atlantic Publishers and Distributors, 2009.
4. Shajahan S, Strategic Marketing: Text and Cases, Viva Books publications, 2010.
5. Colin Gilligan, Richard M.S. Wilson, Strategic Marketing Planning, A Butterworth-Heinemann Publications, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7021	ORGANIZATIONAL CHANGE AND DEVELOPMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To facilitate the students to understand the theoretical and practical underneath of Organizational Change and Development.
- To aware of different tools used to diagnose organizations through conceptual framework and case studies.
- To learn how to improve individual, group/team and organizational performance.

UNIT 1 ORGANIZATIONAL CHANGE**9 Hrs.**

Organizational Change, Forces of Change, Change Need Analysis, Types of Change, Styles of Change, Managing Change - Strategic Planning, Process Oriented Strategies, Competitor Oriented Strategies, Customer Oriented Strategies.

UNIT 2 APPRECIATING CHANGE**9 Hrs.**

Drivers of Organizational Change, Developing a Change Agenda; Organizational learning - Senge's five disciplines; Ownership and involvement in Organizational Change, Transformation Planning for Organizational Change, Role and Competencies of OD Professional, Leadership in Organizational Change.

UNIT 3 EXECUTING CHANGE**9 Hrs.**

Models of Organizational Change - General Model of Planned Change, Open Systems Model, Action Research Model, Critical Change Model, Burke-Litwin Model; Process of Organizational Change Management; Resistance to Organizational Change - Sources of Organizational Resistance to Change, Types, Ways to Overcome Resistance to Organizational Change.

UNIT 4 ORGANISATIONAL DEVELOPMENT - AN OVERVIEW**9 Hrs.**

Organizational Development - Objectives, Evolution, Foundations, Process. Organizational Diagnosis - Stages, Levels of Organizational Diagnosis, Techniques and Tools used in Organizational Diagnosis.

UNIT 5 OD INTERVENTIONS AND ORGANISATIONAL EFFECTIVENESS**9 Hrs.**

OD Interventions- Factors influencing success of Interventions, Process, Types, Techniques; Evaluation of OD Interventions; Values of OD- Meaning, Professional values and Ethics of OD.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Demonstrate the concept and application of Organizational change and Development techniques.
- CO2 - Identify the models, process, and ways of managing and resistance to change in organizations.
- CO3 - Sketch out consultant roles to diagnose, interpret and analyze data for organizational efficacy.
- CO4 - Relate and implement of OD interventions and judge their usefulness against other change tools.
- CO5 - Compose an approach for undergoing change and development to experience OD effectiveness.
- CO6 - Understand the dynamic and report the difficulties of managing and resisting change in system.

TEXT / REFERENCE BOOKS

1. Nilakant V. & S. Ramnarayanan, "Managing organizational Change", Sage Publications, 1st Edition, 1998.
2. Richard L. Draft, "Organization Theory, Change and Design", Cengage Learning India Edition, 2008.
3. Reading: "Best Practices in Change Management—Executive Overview, Prosci Benchmarking Report, 2014.
4. Case: Donna Dubinsky and Apple Computer (A).

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7022	LEADERSHIP, POWERS AND POLITICS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand an orientation for implementing complex and long-range decisions.
- To develop the political will, expertise and personal skills to become flexible, innovative and adaptive in dealing with parochial politics and destructive power struggles in organizations and the environment.
- To develop a personal agenda for successful political management of career.

UNIT 1 INTRODUCTION LEADERSHIP**9 Hrs.**

Meaning, definition, nature of leadership, characteristics of leadership, leadership traits and functions, managerial skills of a leader, qualities of a good leaders, differentiate leadership & management, effectiveness of leadership, measures for developing leaders.

UNIT 2 LEADERSHIP STYLES AND THEORIES**9 Hrs.**

Styles of Leadership, Theories of Leadership - Trait Theories, Behavioural Theories - Ohio State Studies, University of Michigan studies, The managerial grid, Scandinavian studies, Contingency Theories - Fiedler Model, Hersey and Blanchard's Situational Theory, Leader-member exchange theory, Path Goal theory, Neo-charismatic theories - charismatic leadership, transformational leadership, visionary leadership.

UNIT 3 ISSUES IN LEADERSHIP AND TRUST AND LEADERSHIP**9 Hrs.**

Contemporary issues - emotional intelligence and leadership, team leadership, moral leadership, cross-cultural leadership. Trust - meaning, definition, trust as the foundation, types of trust - deterrence based trust, knowledge based trust, and identification based trust.

UNIT 4 ROLE OF POWER IN ORGANISATION**9 Hrs.**

Introduction - meaning, definition, contrast leadership and power, bases of power, key to power, sources of power, power tactics, factors influencing the choice and effectiveness of power tactics, power in group, consequence of power, sexual harassment in workplace, effective use of power, Misuse and loss of power. Empowerment - meaning, definition, Stages of empowerment, Empowerment in self managed teams.

UNIT 5 ORGANISATIONAL POLITICS**9 Hrs.**

Introduction - meaning, definition, types of organizational politics, conditions for organizational politics, reality of politics, factors contributing to political behavior, political strategies and tactics, controlling political behavior, Negative Consequences of Politics in the Workplace, Common Strategies in Self-Protection.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Present the background and classic studies of leadership
- CO2 - Discuss the traditional and modern theories of leadership
- CO3 - Describe the skills that visionary leader's exhibit
- CO4 - Clarify what creates dependency in power relationships?
- CO5 - Summarize the advantages and disadvantages of organizational politics.
- CO6 - Describe the importance of a political perspective.

TEXT / REFERENCE BOOKS

- Power, Conflict and Coalition, Lee G Bolman, Terrence E Deal, Wiley Online Library, 1st Edition, 2017.
- Asimakou T, Rutledge, Innovation, Knowledge and Power in Organizations, London, 1st Edition, 2009.
- Gilbert W. Fairholm, Organizational Power Politics: Tactics in Organizational Leadership, Praeger Publishers Inc, 2nd Edition, 2009.
- Pfeiffer, Managing with Power, Politics and Influence, Harvard Business School Press, 1st Edition, 1993.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7023	CONFLICT MANAGEMENT AND NEGOTIATION	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To develop and articulate a biblically based philosophy for conflict resolution both personally and professionally
- To identify key forces in conflict and conflict resolution.
- To understand the roles of negotiation in minimize conflicts.

UNIT 1 INTRODUCTION TO CONFLICT MANAGEMENT**9 Hrs.**

Conflict: Meaning, need, types of conflict, patterns, levels, traditional and modern approaches to conflict, functional and dysfunctional conflicts; constructive and destructive conflict, conflict process, sources of conflict, consequence of conflict.

UNIT 2 MANAGING CONFLICTS**9 Hrs.**

Conflict management strategies; approaches to conflict management, four myths about conflict, team conflict, cultural influences in conflict; resolving conflicts - strategies and systems; organizational systems for dealing with conflict; cross - cultural differences in approaches to conflict, managerial skills and competences for effective conflict resolution.

UNIT 3 DEALING WITH CONFLICT**9 Hrs.**

Understanding individual styles for handling Inter Personal Conflict, Importance of Emotional Intelligence, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, Conflict resolution and Cost: Conflict resolution models. Assessing the cost of workplace conflict.

UNIT 4 INTRODUCTION TO NEGOTIATION**9 Hrs.**

Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators.

UNIT 5 MANAGING NEGOTIATIONS**9 Hrs.**

Managing Negotiations in the following Contexts: Cross Functional Coordination; Marketing Relations; International Business; Labour-Management Relations; Intangibles in Negotiation: Power; Time and Information; Post Negotiation Phase; Ethical Considerations in Negotiation.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the central concepts of conflict and negotiation.
- CO2 - Familiarize the learners with the impact of conflict in the industrial relations environment.
- CO3 - Know the procedural stages leading up to possible litigation.
- CO4 - Recognize how cultural and gender differences impact communication and conflict resolution.
- CO5 - Identify mediation and negotiation strategies for their effective pursuit.
- CO6 - Discuss ethical issues in negotiation techniques and strategies.

TEXT / REFERENCE BOOKS

1. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, McGraw Hill, 6th Edition, 2016.
2. Udai Pareek, Understanding Organizational Behaviour, Oxford Press, 3rd Edition 2013.
3. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education, 1st Edition, 2008.
4. Cohen, S. Negotiating Skills for Managers, McGraw Hill Professional, 1st Edition, 2002.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7024	PERFORMANCE AND COMPENSATION MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To provide a conceptual and practical insight in to the entire cycle of performance management.
- To understand various issues, approaches and practices of compensation management
- To illustrate different ways to strengthen the pay-for-performance link.

UNIT 1 INTRODUCTION PERFORMANCE MANAGEMENT**9 Hrs.**

Meaning, History, Need, Features, Benefits, Scope, Performance Appraisal Environmental Factors, Performance Appraisal Process, Establish Performance Criteria, Responsibility for Appraisal, Appraisal Period, Supervisor role in Performance Appraisal.

UNIT 2 PERFORMANCE APPRAISAL METHODS AND APPRAISAL INTERVIEW**9 Hrs.**

Process, performance appraisal design, approaches, types and methods - traditional and modern methods - Potential appraisal, techniques, components of appraisal format, dimension of personal attributes, biases in performance appraisal, reducing performance errors, diagnosing poor performance, Performance review meeting - meaning, benefits. Appraisal Interview - meaning, types, process. Use of computer software in performance management system.

UNIT 3 INTRODUCTION TO COMPENSATION MANAGEMENT**9 Hrs.**

Compensation, definition, classification, types, components, theories of wages, determinants of intra and inter-industry differentials in compensation, internal and external equity in compensation systems. Incentives - Meaning, piecework plans, merit pay options, incentives for professional employees, recognition based awards, team/groups incentive plans, organization wide incentive plans, designing effective incentive programs.

UNIT 4 BENEFITS AND SERVICES**9 Hrs.**

Benefits, definition, types, mandated benefits - social security, discretionary benefits, payment for time not worked, health care, life insurance, retirement plans, disability protection, supplemental and unemployment benefits, employee stock option plans, employee services, customized benefit plans (Cafeteria Compensation). Nonfinancial compensation - job characteristics, job environment, workplace flexibility (work-life balance), other compensation issues.

UNIT 5 GOVERNING LAWS**9 Hrs.**

Legal framework governing different components of compensation systems, functioning of wage boards and pay commissions, compensation management in multi-national organizations.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Describe the appraisal process.
- CO2 - Develop, evaluate and administer the various performance appraisal tools.
- CO3 - Understand the methods for enhancing diversity through career management.
- CO4 - Familiarize with the factors in determining pay rates.
- CO5 - Outline the steps in developing effective compensation plans.
- CO6 - Describe the components of nonfinancial compensation.

TEXT / REFERENCE BOOKS

1. Aguinis H., Performance Management, Chicago Business Press, 4th Edition, 2018.
2. Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing, 1st Edition, 2011.
3. D.S.Upadhyay, Compensation Management Rewarding Performance, Global India, 1st Edition, 2009.
4. Barry Gerhart, Compensation: Theory, Evidence and Strategic Implications, Sage Publications, 1st Edition, 2003.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7025	LOGISTICS MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the concepts and importance of logistics.
- To Acquire knowledge on integrated logistics.
- To Analyse and discuss the key contemporary issues in logistics.

UNIT 1 INTRODUCTION**9 Hrs.**

Logistics - Definition, Evolution, Scope, Functions, Objectives, and Importance-Logistics Integration -Customer Service - phases, service attributes, **Value added Logistical Services**-Supply Chain Management vs Logistics.

UNIT 2 LOGISTIC ACTIVITIES**9 Hrs.**

Marketing and Logistics - Relationship of logistics to Marketing and Production, Logistics and Modern Organization - Elements of Logistics - **Trade-off Analysis** - Types of Trade-off Analysis - Logistics Outsourcing - Third party logistics, Fourth party Logistics.

UNIT 3 INTERGRATED LOGISTICS**9 Hrs.**

Warehousing - A logistical Challenge - **Material Handling System - Role of Material handling in logistics**, Material Handling guidelines, Material handling equipment's- Material Storage -Principles, Design, Methods - Reverse Logistics - Green Logistics.

UNIT4 LOGISTICAL PACKAGING AND TRANSPORTATION**9 Hrs.**

Logistical Packaging -Objectives, Concept, **Design Consideration in Packaging, Types of Packaging Material, Packaging Costs - Transportation** - Objectives, Evolution of Transportation System, Transportation Infrastructure - Different Modes of Transportation - Freight Management - **Factors Affecting Freight Cost** - Transportation Network - Route Planning - Containerization.

UNIT 5 GLOBAL LOGISTICS**9 Hrs.**

E-logistics - ICT and logistics - **E- logistics for transport modes and nodes** - ICT for airfreight management, ICT for rail freight management, ICT for road freight management, Port-centric ICT system - Automating e-logistics - RFID in logistics -Global logistics -International and global issues in logistics

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the basic concepts of logistics.
- CO2 - Describe logistics activities, warehousing and material handling system.
- CO3 - Examine Integrated Logistics.
- CO4 - Analyze the concepts of Packaging.
- CO5 - Evaluate the transportation concepts.
- CO6 - Discuss the current issues in logistics.

TEXT / REFERENCE BOOKS

1. Vinod.V. Sople, Logistics Management, Pearson Publications, 2nd Edition, 2010.
2. Reji Ismail, Logistics Management, Excel Books, 1st Edition, 2008.
3. Stephen Pettit, Yingli Wang, E-Logistics: Managing Your Digital Supply Chains for Competitive Advantage, Kogan Page Limited, 1st Edition, 2016.
4. S.K.Nandi & S.L. Ganapathi, Logistics Management, Oxford University Press, 1st Edition, 2015.
5. Craig Voortman, Global logistics, Juta and Co. Ltd., 1st Edition, 2005.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7027	OPERATIONS STRATEGY	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of operations strategy
- To identify the methodologies in developing strategies
- To evaluate various strategic resources

UNIT 1 INTRODUCTION TO OPERATIONS STRATEGY**9 Hrs.**

Meaning of Operations Strategy - Concept - Definition - Importance and Linkage with Corporate Strategy, Strategies, Values and Services in Operations Management. Operations Strategy Formulation - Hill framework for Operations Strategy Formulation. Strategic Fit - Concept - Classification - A framework for Operations Strategy in Manufacturing.

UNIT 2 METHODOLOGY FOR DEVELOPING OPERATIONS STRATEGY**9 Hrs.**

Value as business concept - strategic issues in manufacturing - Value Chain concept Focus, core competence and distinctive capabilities - stake holders & strategy, Checking markets, Outcome of Market debate - Linking manufacturing to Markets - strategic integration - why products sell in the markets - Order Winners, Order Qualifiers.

UNIT 3 OPERATIONS STRATEGY IMPLEMENTATION**9 Hrs.**

Technology strategy Issues in New Product development Time to market - strategic nature of process - Business implication of Process choice - Hybrid Process. Change management and Sustainability procedure - company or plant based profiles - decisions for product reallocation - downsizing - Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives - Focused manufacturing - Product or process focus - Lean concept in operation strategy.

UNIT 4 STRATEGIC RESOURCE MANAGEMENT**9 Hrs.**

Strategic Resource Management - Concept - Importance, issues involved - organizational issues operational approaches to improving, delivery system. Controlling operations - key performance Indicators, PQCDSM (Productivity, Quality, Cost, Delivery Time, Safety, Morale)

UNIT 5 ROLE OF TECHNOLOGY IN OPERATIONS STRATEGY**9 Hrs.**

Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making.

COURSE OUTCOMES

- CO1 - Understand the fundamentals of operations strategy
- CO2 - Evaluating the various methodologies in operations
- CO3 - Implement the strategies in organizational issues
- CO4 - Determine the various lean manufacturing techniques operationally
- CO5 - Align the strategic resource management
- CO6 - Analyze and improve the role of technology in operations strategy

TEXT / REFERENCE BOOKS

1. Nigel Slack , Mike Lewis, Operations Strategy, Pearson, 5th Edition, 2017.
2. Terry Hill, Alex Hill, Operations Strategy Design, Implementation and Delivery, Red Globe Press publications, 2017.
3. Nigel Slack, operations strategy, Pearson, 2nd Edition, 2013.
4. Michel Leseure, Key Concepts in Operations Management, SAGE Publication, 2010.
5. Jan A. Van Mieghem, Operations Strategy Principles and Practice, Library of Congress Cataloging-In-Publication Data, 2008.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7030	LEAN MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the principles behind lean manufacturing philosophy.
- To familiarize them with the implementation of various lean manufacturing techniques.
- To apply various lean techniques in different sectors.

UNIT 1 INTRODUCTION**9 Hrs.**

Basics of **Lean Management approach and the basics of Lean Management philosophy** - Basics of TPS 14 principles- introduction about lean management tools .Applying various methods and techniques of Lean Management -isolated - complex situations for improving the efficiency and effectiveness -supporting processes of the organization.

UNIT 2 PROCESS**9 Hrs.**

Understanding Product, Process and Demand - Value Stream Mapping - Scope - Selecting parent parts - Lean line - Demand - Documenting process flow - Talk time - Process linking and Balancing - Imbalance Approach - Resource, Physical Layout, Kanban Signaling Kanban Strategies - Process - Single and Multi Card system.

UNIT 3 LEAN MANUFACTURING**9 Hrs.**

Lean manufacturing model- Objectives of lean manufacturing-key principles and implications of lean manufacturing-traditional Vs lean manufacturing. MRP and their impact Standard work -communication of standard work to employees - standard work and flexibility -visual controls -quality at the source -5S principles. Talk time.

UNIT 4 LEAN IMPLEMENTATION**9 Hrs.**

Lean Implementation and Milestones - Software requirement milestones - Understanding process, Product and Materials - Checking - Factory design - Application to the factory simulation scenario line balancing- Poke Yoke Line startup - line balancing- Poke Yoke - Lean implementation in services. Value stream mapping and Spaghetti charts. lean six sigma-Waste types.

UNIT 5 LEAN APPLICATION**9 Hrs.**

Lean application- manufacturing- information and education sectors- Lean production preparation- system assessment, process- Lean Line management - **Matching customer demand - Customer response policy** - Lean line optimization - Resistance to change - Flexibility and rewards. Overall equipment effectiveness.-Introduction about industry 4.0 and its application and benefits.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand issues & challenges in implementing & developing lean manufacturing techniques.
- CO2 - Apply lean techniques to bring competitive business culture for improving organization performance.
- CO3 - Distinguish between traditional vs modern methods.
- CO4 - Analyze how lean techniques can be applied to manufacturing & service industry.
- CO5 - Understand how lean technique can create value generation for organization.
- CO6 - Familiarize the concept of industry 4.0 towards lean.

TEXT / REFERENCES BOOKS

1. Ronald G. Askin , "Design and Analysis of Lean Production system", John Wiley , New York, 2003.
2. Vollman T.E., "Manufacturing Planning and Control Systems", Galgotia Publication (P) Ltd., New Delhi.
3. MichaelL.George, Lean Six Sigma, New Delhi, Tata McGraw Hill, 2002.
4. P.Hobbs., Lean Manufacturing Implementation, J. Ross Publishing, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA7031	ENVIRONMENT AND SAFETY MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To train and motivate students in maintaining and improving the quality of the environment.
- To prevent and abate environment pollution.
- To create public awareness about our environment.

UNIT 1 INTRODUCTION TO SAFETY MANAGEMENT**9 Hrs.**

Safety Management System - Key elements, Policy & commitment- **Measuring Performance, Auditing and Reviewing performance**, model, Developing a workplace Safety and Health Policy, Performance standards - management responsibilities, individual responsibilities.

UNIT 2 TRAINING NEEDS AND METHODS**9 Hrs.**

Participation and Representation, Training, Awareness. Management System records: Operational Control - Workplace Precautions, Safety And Health training for Safety, Identify Training Needs - Organizational Needs, job-related Needs, Individual Needs - Identify Training Objectives and Methods.

UNIT 3 RISK ASSESSMENT AND CONTROL**9 Hrs.**

Risk assessment and control- the legal Basis, key stages, **use trained Risk assessors, preparation and Inventory** - Identify the hazards, assess the risk, identify Appropriate Action, Risk assessment records and control. Motivation of employees, Insurance coverage of Industrial plant & personnel Responsibility of management, government, social organization and public authorities

UNIT 4 PUBLIC AWARENESS**9 Hrs.**

Public awareness - Scope, Importance, need; Economic and social security; Biodiversity and its conservation; Sustainable development. Global warming and greenhouse effect, **urbanization-Population explosion**, family welfare programmers- women and child welfare, Environmental pollution -Causes, Effects, types of pollution, control measures, nuclear hazards, Solid waste management.

UNIT 5 RENEWABLE AND NON-RENEWABLE NATURAL RESOURCES**9 Hrs.**

Renewable and non-renewable natural resources - Forest resource, Water resource, Mineral wealth / resource, Food resource, Energy resources, Growing energy needs, renewable and non-renewable energy sources, **Use of alternate energy sources - Role of an individual in conservation of natural resources**. National Committee on environmental Planning (NCP), Environmental Appraisal Committee (EAC)-goals of environment impact policy- Disaster management -role of individual in prevention of pollution.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify key elements of safety management in the industry.
- CO2 - Know the various standards to adopt the best safety management system.
- CO3 - Identify the different methods of safety system in the industry.
- CO4 - Identify the pattern risk assessment in the critical situation.
- CO5 - Know the method of following ecofriendly system for healthy life.
- CO6 - Identify the roles and responsibility of micro and macro level organization.

TEXT / REFERENCE BOOKS

1. Rao CS., Environmental Pollution Control — New Age International Pvt. Ltd Publisher, 2006
2. Manjunath D.L., Environmental Studies - Pearson Education Publishers, 2007
3. Yaji R.K, Text Book of Environmental Studies - United Publishers, 2006
4. VenugopalRao P, Principles of Environmental Science and Engineering — Prentice Hall, 2006

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7032	WARE HOUSE AND INVENTORY MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand importance and role of ware house in all the industries
- To evaluate and analyze inventory management.
- To study the concepts of warehouse and distribution management in the organization.

UNIT 1 INTRODUCTION**9 Hrs.**

Meaning of Warehousing - Importance -Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding - Disinfecting services -Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording.

UNIT 2 WARE HOUSE TYPES**9 Hrs.**

Warehouse Types: Own Warehouses- Hired Warehouses - Private Warehouses- Public Warehouses - Government Warehouses - Bonded Warehouses - Co-operative Warehouses - Distribution Warehouses – Fulfillment / Consolidation Warehouses - Warehouses Providing Value Added Services- Cross Docking and Trans-loading Warehouses - Break Bulk Warehouses - Storage Warehouses - Refrigerated Warehouses - Characteristics of ideal warehouses - Warehouse Layout - Principles and Types.

UNIT 3 MEASURES AND METRICS OF WARE HOUSE OPERATIONS**9 Hrs.**

Logistics in the warehouse - Localization of materials in a warehouse - classification of Materials - Managing the material/products turns in warehouse (FIFO / LIFO) - Problems and issues in shipment processes. Warehousing Equipment: Material Handling equipment and Systems Safety Matting, Industrial Safety Equipment- Storage types and storage unit management - Material Storage Systems - benefits – methods - Industrial Shelving, Industrial Storage Bins - Industrial Storage Cabinets - Spill Containment Systems - Industrial Waste Disposal.

UNIT 4 INVENTORY MANAGEMENT**9 Hrs.**

Inventory Management: Need and functions- Stock Levels under Conditions of Certainty, Risk and Uncertainty- Cost of carrying or not holding adequate inventory- EOQ- Stock-out cost based inventory decisions- Inventory control techniques- Methods of Inventory Issue Pricing- Cost and Profit implications- Inventory Ledger- Goods Receipt processing with inbound delivery/without inbound delivery - Goods issue with outbound delivery/internal consumption- Stock transfer Scenarios.

UNIT 5 PRINCIPLES OF MATERIAL HANDLING SYSTEM**9 Hrs.**

Material handling systems - Introduction. Vehicle travel path(time) - Handling time - vehicle utilization - no of loads completed - congestion - Effective performance system - Fundamentals of various types of material handling systems - automated storage and retrieval systems, Bar coding technology and applications RFID technology.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify the importance of ware house in all the industries.
- CO2 - Classify the different types of ware houses.
- CO3 - Use various measures of warehouse operations.
- CO4 - Recognize inventory management need and functions
- CO5 - Discuss various methods of material handling system.
- CO6 - Demonstrate queuing system and its applications.

TEXT /REFERENCE BOOKS

1. James A. Tompkins, Warehouse Management Handbook, Tompkins Press, 1998.
2. Edward Frazelle, World-Class Warehousing and Material Handling, McGraw Hill, 2001.
3. David J. Piasecki, Inventory Accuracy: People, Processes & Technology, Ops. Pub., 2003.
4. Jeroen P. Van Den Berg, Integral Warehouse Management, Management Outlook, 2009.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

SBAA7033	MANAGING E-BUSINESS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of e-commerce, Firewall.
- To learn about Traditional Transactions, electronic payment system.
- To get familiar with Mobile commerce.

UNIT 1 OVERVIEW OF E-COMMERCE**9 Hrs.**

E-commerce - Definition, History, Features of E- Commerce, Advantages and Limitations of E-Commerce - Internet - Intranet - Extranet -E-business Models - B2B, B2C, C2C, C2B-Difference between E-Commerce and E- Business - World Wide Web - URL, Gopher, Domain name, Web browser - Web 2.0.

UNIT 2 FIREWALL& ENCRYPTION**9 Hrs.**

Firewall - Components of firewall - Introduction to security, Types of Securities , Security Tools - Viruses - Cryptography - Encryption - Substitution & Transposition Cipher - RSA Algorithm - Internet Security Protocols and Standards -TCP/IP, UDP, ICMP, POP3, SMTP, HTTP, FTP, SSL.

UNIT 3 TRADITIONAL TRANSACTIONS**9 Hrs.**

Traditional Transactions - Offline and Online Transactions -Difference between Traditional Commerce and E- Commerce - Digital Currencies - Virtual Currency, Crypto Currency-Payment System -Credit card, Debit Card, Electronic Fund Transfer - Credit Card Basics.

UNIT 4 ELECTRONIC PAYMENT SYSTEM**9 Hrs.**

Electronic payment System - Prepaid electronic payment system - Postpaid, Electronic payment system - Virtual Internet Payment System - Account Setup and Costs - Virtual Transaction Process - InfoHaus –Cyber Cash Model.

UNIT 5 MOBILE COMMERCE**9 Hrs.**

Mobile Commerce - Introduction, Mobile Payments - Direct Mobile Billing, Mobile Web Payment, Direct Operator Billing, Mobile Wallets, Wireless Application Protocol - WAP transaction Model, WAP Architecture.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of e-commerce
- CO2 - Generalize about Firewall and Cryptography
- CO3 - Examine the traditional transactions in e-commerce
- CO4 - Assess about electronic payment system
- CO5 - Analyze the concepts of mobile commerce
- CO6 - Discuss the global e-commerce issues

TEXT / REFERENCE BOOKS

1. Joseph P.T., E-commerce: An Indian Perspective, 2nd Edition, PHI Learning, 2003.
2. Amir Manzoor, E-commerce: An Introduction, 2nd Edition, Lambert Academic Publishing, 2018.
3. Bhaskar B., Electronic commerce: Framework, Technologies and Applications, 3rd Edition, Tata McGraw Hill Education, 2009.
4. Botha J., Bothma C.H., Pieter Geldenhuys, Managing E-commerce in Business, 2nd Edition, Juta & Co. Ltd, 2008
5. Chaffey D., E-Business and E-commerce Management, 3rd Edition Pearson Education, 2007.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7036	DATA MINING FOR BUSINESSANALYTICS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To impart knowledge on use of data mining techniques.
- To get familiarize the data analytics.
- To understand the exploratory data analysis and OLAP.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to Data Mining - **Data Mining, Big Data- Data Mining Process** - Mining Frequent Patterns, Associations and Correlations - Mining Methods- Pattern Evaluation Method.

UNIT 2 DATA MINING ALGORITHMS**9 Hrs.**

Data Mining Algorithms - k- Nearest Neighbor, Similarity Measure : The Distance Metric, Linear Regression, Logistic Regression, Time - series Forecasting.

UNIT 3 DATA ANALYTICS**9 Hrs.**

Introduction to R - **Basic Statistical Techniques** - Data Preparation and Exploration Visualization Techniques - Dimension Reduction Techniques - Principal Component Analysis.

UNIT 4 EXPLORATORY DATA ANALYSIS**9 Hrs.**

Exploratory Data Analysis (using R) - **Predictive Modelling** - Decision trees, Neural Networks, Clustering.

UNIT 5 BUSINESS ANALYTICS**9 Hrs.**

Reporting and Query tools and Applications - Cognos Impromptu - Online Analytical Processing (OLAP) -Multidimensional Data Model - OLAP Guidelines - OLAP Tools and the Internet.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of data mining
- CO2 - Interpret the data mining algorithms
- CO3 - Apply data analytics with R
- CO4 - Evaluate exploratory data analysis
- CO5 - Analyze OLAP
- CO6 - Create models based on real data sets

TEXT / REFERENCE BOOKS

- Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl, Jr., Data Mining for Business Analytics: Concepts, Techniques, and Applications in R, Wiley, 2017.
- Ronald K. Pearson, Exploratory Data Analysis Using R, CRC Press, 2018.
- Jiawei Han and Micheline Kamber, "Data Mining Concepts and Techniques", 3rd Edition, Elsevier, 2012.
- Pang-Ning Tan, Michael Steinbach and Vipin Kumar, "Introduction to Data Mining", Person Education, 2007.
- Shmueli G., Patel N.R. & Bruce P.C., Data mining for business intelligence, US: Wiley, 2006.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.**

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks

30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks

50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks

20 Marks

SBAA7038	SOFTWARE PROJECT MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of Software Process Models.
- To know about software project estimation.
- To familiarize the standards of software quality.

UNIT 1 PROJECT EVALUATION AND PROJECT PLANNING**9 Hrs.**

Importance of Software Project Management - Activities Methodologies - Categorization of Software Projects - Setting objectives - Management Principles - Management Control - Project portfolio Management - Cost-benefit evaluation technology - Risk evaluation - Strategic program Management - Stepwise Project Planning.

UNIT 2 PROJECT LIFE CYCLE AND EFFORT ESTIMATION**9 Hrs.**

Software process and Process Models - Choice of Process models - mental delivery - Rapid Application development - Agile methods - Extreme Programming - SCRUM - Managing interactive processes - Basics of Software estimation - Effort and Cost estimation techniques - COSMIC Full function points - COCOMO II - Parametric Productivity Model - Staffing Pattern.

UNIT 3 ACTIVITY PLANNING**9 Hrs.**

Objectives of Activity planning - Project schedules - Activities - Sequencing and scheduling - Network Planning models - Forward Pass & Backward Pass techniques - Critical path (CRM) method - Risk identification - Assessment - Monitoring - PERT technique - Monte Carlo simulation - Resource Allocation - Creation of critical patterns - Cost schedules.

UNIT 4 PROJECT MANAGEMENT AND CONTROL**9 Hrs.**

Framework for Management and control - Collection of data Project termination - Visualizing progress - Cost monitoring - Earned Value Analysis- Project tracking - Change control- Software Configuration Management - Managing contracts - Contract Management.

UNIT 5 STAFFING IN SOFTWARE PROJECTS**9 Hrs.**

Managing people - Organizational behavior - Best methods of staff selection - Motivation - The Oldham-Hackman job characteristic model - Ethical and Programmed concerns - Working in teams - Decision making - Team structures - Virtual teams - Communications genres - Communication plans.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of Software Project Management
- CO2 - Discuss the Project life cycle
- CO3 - Evaluate the software estimation and activity planning
- CO4 - Apply Project Management and control techniques
- CO5 - Analyze staffing required in software projects
- CO6 - Discuss Project Management principles while developing a software.

TEXT / REFERENCE BOOKS

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management, 5th Edition, Tata McGraw Hill, New Delhi, 2012.
2. Robert K. Wysocki "Effective Software Project Management", Wiley Publication, 2011.
3. Gopalaswamy Ramesh, "Managing Global Software Projects", McGraw Hill Education (India), 14th Reprint, 2013.
4. Pankaj Jalote, Software Project Management in practice, Pearson Education, 2009.
5. Bharat Bhushan Agarwal, Shivangi Dhall Sumit Prakash Tayal, Software Project Management, Laxmi Publications, 2011.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****Exam Duration: 3 Hrs.****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**30 Marks****PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**50 Marks****PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**20 Marks**

SBAA7039	KNOWLEDGE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVE

- To familiarize the students with the tools and techniques for knowledge acquisition, assessment, evaluation, management, organization and dissemination are applied to business situations.

UNIT 1 UNDERSTANDING KNOWLEDGE MANAGEMENT**9 Hrs.**

Knowledge - Meaning; Facts to Wisdom (Haeckel & Nolan); Difference between Information, Knowledge and Wisdom; **Types of Knowledge; Reservoirs of Knowledge; Four Modes of Knowledge Conversion**; Knowledge Management - Meaning, Nature, Scope and Importance of KM; KM in Practice; Seven Levers of K; History of Knowledge Management; Knowledge, Intelligence, Experience, Common sense. Cognition and KM.

UNIT 2 KNOWLEDGE CYCLE AND CAPTURE**9 Hrs.**

Knowledge Management System Life Cycle, Major **Approaches to the KM Cycle**, The Meyer and Zack KM Cycle, The Bukowitz and Williams KM Cycle, Wiig KM Cycle; Knowledge Capture - Steps involved in Knowledge capturing; Styles of expert's expressions; Approaching Multiple Experts; Concept Mapping - **Steps in Concept Mapping; Knowledge Codification** - Modes of Conversion.

UNIT 3 KNOWLEDGE SHARING AND KNOWLEDGE ARCHITECTURE**9 Hrs.**

Knowledge sharing: Meaning; Impediments to knowledge Sharing; Knowledge Creation: Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion. **Knowledge Architecture; Identifying Knowledge Content Centers; Technical layer of the KM system.** Knowledge Codification in the KM System Life Cycle; Pros and cons of using single and multi experts in Knowledge Management system Architecture.

UNIT 4 DATA MINING**9 Hrs.**

Defining data mining - **Data Mining Models and Tasks**- Data mining and business intelligence - Business Drivers Drivers of data mining - Technical Drivers of Data Mining - Data-Mining Challenges.

UNIT 5 EVALUATION OF KM EFFECTIVENESS**9 Hrs.**

Traditional metrics: Financial ROI (return on investment) and Tobin's q, Total Cost of Ownership; Common Traps In Choosing Metrics; Benchmarking - **Steps of Benchmarking Process**; House of Quality Metrics Matrix; KM Balanced Scorecard Technique; The Skandia Method; The FASB Method.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Analyze the role of knowledge management in attainment of financial objectives, quality and process improvement, and innovation.
- CO2 - Apply knowledge management models and technologies to business situations.
- CO3 - To enable students to learn about this practice in the context of managing the design, development and operation that can facilitate KM.
- CO4 - Create a knowledge management plan to leverage opportunities to create, capture, represent and share knowledge within an organization.
- CO5 - To expose and make students to prepare a report on knowledge management practices implemented by successful companies.
- CO6 - Do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.

TEXT / REFERENCE BOOKS

1. Kimiz Dalkir, Jay Liebowitz, Knowledge Management in Theory and Practice, 2011.
2. Dorothy Leonard, Harvard Business Review on Knowledge Management, Barton, 1998.
3. North, Klaus, Kumta, Gita, Knowledge Management Value Creation through Organizational Learning, Springer, 2nd Edition, 2018.
4. Peter Massingham, Knowledge Management Theory in Practice, University of Wollongong, Australia; Sage Publication.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN**Max. Marks: 100****PART A:** 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks**PART B:** 2 Questions from each unit of internal choice, each carrying 10 marks**PART C:** 1 Compulsory - Question / Case Study, carrying 20 marks**Exam Duration: 3 Hrs.****30 Marks****50 Marks****20 Marks**

S28APROJ	PROJECT WORK	L	T	P	Credits	Total Marks
		0	0	0	6	100

The objective of the project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries/Research labs. There shall be three assessments during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the Project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination. Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory/industry

The following are mandatory regarding the assessment of Students during Project Work:

1. The student shall maintain a log book on daily basis.
2. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of project work on the functional areas of the company.
3. A project report will be submitted to the Department, in the prescribed format for the purpose of valuation.

S28APT	PROFESSIONAL TRAINING	L	T	P	Credits	Total Marks
		0	0	0	3	100

While class room learning provides the fundamental theory and principles, Professional Training offers an opportunity to hone them by exposing the students to practicing Managers and practical corporate environment which will enhance their employability. Students are required to undergo "Professional Training" for a period of 4 weeks in any commercial or non-commercial organization of Private or Government sector in any one functional area of their specialization. Students need to complete the "Professional Training" before the commencement of the 6th semester and submit a written report summarizing their work experience which will be evaluated through a viva-voce examination. "Professional Training" carries 2 credits. In lieu of "Professional Training" students can undergo and complete, with the prior approval from the Department, certification courses offered by reputed institutions during the First Level course period. This will also carry 2 credits as an alternative to Internship.

The following are mandatory regarding the assessment of Students Professional Training Programme:

- a. The student shall maintain a log book on daily basis.
- b. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of training on the functional areas of the company.
- c. A training report will be submitted to the Department, in the prescribed format for the purpose of valuation.

S74APROJ	PROJECT WORK	L	T	P	Credits	Total Marks
		0	0	0	6	100

The objective of the project work is to make use of the knowledge gained by the student at various stages of the degree course. Students will also be permitted to undertake industrial/consultancy project work, outside the department, in Industries/Research labs. There shall be three assessments during the semester by a review committee. The students shall make three presentations on the progress made before the committee at various stages of the project work. The Head of the Department shall constitute the review committee for each branch of study. The total marks obtained in the three reviews, shall be taken in to account. There will be a viva-voce examination at the end of the Project work, conducted by one internal examiner and one external examiner. The total marks secured will be the sum of marks secured in the project reviews and Viva-Voce Examination. Each student is required to submit a Project report on the project assigned to him by the department. The report should be based on the information available in the literature or data obtained by the student by way of experiments conducted in the laboratory/industry

The following are mandatory regarding the assessment of Students during Project Work:

1. The student shall maintain a log book on daily basis.
2. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of project work on the functional areas of the company.
3. A project report will be submitted to the Department, in the prescribed format for the purpose of valuation.

S74APT	PROFESSIONAL TRAINING	L	T	P	Credits	Total Marks
		0	0	0	3	100

While class room learning provides the fundamental theory and principles, Professional Training offers an opportunity to hone them by exposing the students to practicing Managers and practical corporate environment which will enhance their employability. Students are required to undergo "Professional Training" for a period of 4 weeks in any commercial or non-commercial organization of Private or Government sector in any one functional area of their specialization. Students need to complete the "Professional Training" before the commencement of the 6th semester and submit a written report summarizing their work experience which will be evaluated through a viva-voce examination. "Professional Training" carries 2 credits. In lieu of "Professional Training" students can undergo and complete, with the prior approval from the Department, certification courses offered by reputed institutions during the First Level course period. This will also carry 2 credits as an alternative to Internship.

The following are mandatory regarding the assessment of Students Professional Training Programme:

- a. The student shall maintain a log book on daily basis.
- b. At the end of the professional training the student shall submit a training report along with the log book maintained during the period of training on the functional areas of the company.
- c. A training report will be submitted to the Department, in the prescribed format for the purpose of valuation.

SBA5101	MANAGEMENT CONCEPTS	L	T	P	Credits	Total Marks
		3	1	0	4	100

COURSE OBJECTIVE

- To provide a strong foundation of Managerial concepts and to offer them an understanding of behavior of people as individuals, as Group.

UNIT 1 INTRODUCTION**12 Hrs.**

Management: Definition - Evolution of Management Studies –Nature, Functions - Levels and role of management - Basic Principles and Process of Management - Management vs. Administration –Contribution of Taylor and Fayol to Management - Management styles -Qualities of good manager.

UNIT 2 PLANNING & ORGANISING**12 Hrs.**

Planning: Concept and purpose - Planning Process - Management by Objectives (MBO). Organising: Concept and purpose of organising - Types of organisation structures- Line, Line & Staff, Functional, Project,Matrix, Virtual Organisation structures. Bases of Departmentation. Centralisation and Decentralisation of Authority. Staffing. Coordination.

UNIT 3 DIRECTING & CONTROLLING**12 Hrs.**

Directing: Characteristics - Importance and Techniques of directing. Leadership: Theories - Styles.

Communication: Process of Communication - Types – Barriers. Motivation: Theories of Motivation - Designing Motivating jobs - Techniques for motivation. Controlling: Importance of control - Essentials of control system - Process of control. Management By exception (MBE)

UNIT 4 INDIVIDUAL BEHAVIOUR**12 Hrs.**

Organisational Behaviour: Introduction - Evolution of OB - Significance of the subject to the organization and to the manager. Difference in approach between Scientific Management and OB - Values and Attitudes. **Managing Individual Behaviour: Personality: Theories - Determinants. Perception – Factors influencing perception - Process.** Learning: Theories of learning. Job Satisfaction – Components – Significance - Influencing Factors. Stress Management – Causes and Coping Strategies.

UNIT 5 GROUP BEHAVIOUR 12 Hrs.

The Group: Need, Types. Group Dynamics – Group Behaviour and Group Decision Making – Techniques

– Inter Group Relationships, Group Cohesiveness. Organisational Conflict – Causes, Types and Management of Conflict. Power and Politics. Organisational Change – Need –Planned change process – Advantages and Disadvantages. Casestudy.

TEXT / REFERENCE BOOKS

- Gupta C.B, Management Theory and Practice, 14th Edition, Sultan Chand & Sons, 2009.
- Harold Koontz, Principles of Management, 1st Edition, Tata McGraw Hill, 2004.
- Khanka.S.S, Organisational Behaviour, 6th Edition, S. Chand & Co, 2010.

COURSE OUTCOMES

- CO1 - Apply general management principles in various business fields.
 CO2 - Allocate the resources for organisational initiatives as per plans
 CO3 - Implement Directing and controlling techniques to ensure that critical tasks are implemented and completed .
 CO4 - Assess Individual behaviour in the work environment.
 CO5 - Analyse group behaviour to establish productive relationships.
 CO6 - Develop processes essential for effective general management.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

MBA REGULAR**1****REGULATIONS 2015**

SBA5102	FINANCIAL AND MANAGEMENT ACCOUNTING	L	T	P	Credits	Total Marks
		3	1	0	4	100

COURSE OBJECTIVE

- To impart to students the skill required for Financial and Management Accounting and Financial Analysis.

UNIT 1 INTRODUCTION**12 Hrs.**

Management Accounting - Meaning and purpose. Financial accounting - Preparation of Trading Account, Profit and loss account and Balance Sheet - Limitations of Financial Statements.

UNIT 2 RATIO**12 Hrs.**

Ratio analysis - Uses and Limitations - Inter - firm and Intra - firm comparison.

UNIT 3 BUDGETORY CONTROL**12 Hrs.**

Budgetary control - Nature and Objectives of budgetary control - Limitations; types of budgets- sales budget, production budget, cash budget, Fixed and flexible budgets; Zero Base budgeting.

UNIT 4 MARGINAL COSTING AND CAPITAL BUDGETING**12 Hrs.**

Marginal costing - Cost volume profit analysis - Break even point, Direct costing Vs Absorption costing. Capital budgeting decisions, methods of evaluating long term investments -Payback period, Accounting Rate of Return, NPV, IRR and Profitability Index.

UNIT 5 FUND FLOW AND CASH FLOW**12 Hrs.**

Fund Flow statement- Meaning – flow of fund - Schedule of changes in working capital- computation of fund from operation – preparation of fund flow statement.. Cash Flow statement- meaning – difference between cash flow and fund flow statement- computation of cash trading profit, cash from operation- preparation of cash flow statement.. x Application Oriented problem is Mandatory

TEXT / REFERENCE BOOKS

- Dr. Maheswari.S.N, Management Accounting, 5th Edition, Sultan Chand & Sons,2007.
- Khan.M.Y. and Jain.P.K, Management Accounting, 4th Edition,Tata McGraw Hill, 2006.
- Pandey.I.M., Management Accounting, 3rd Edition, Vikas Publications, 2009.
- Reddy.T.S. & Hari Prasad Reddy, Financial and Management Accounting, 3rd Edition, Margham Publication, 2003

COURSE OUTCOMES

- CO1 - Evaluate financial statements to ascertain profitability and solvency of the firm.
 CO2 - Analyse the financial performance of the company through ratios.
 CO3 - Develop suitable budgets
 CO4 - Implement marginal costing and capital budgeting techniques for organisational decision making.
 CO5 - Prepare cash flow and funds flow statements for financial planning.
 CO6 - Apply accounting information to evaluate the financial decisions of the organisation.

END SEMESTER EXAMINATION QUESTION PAPER PATTERN

Max. Marks: 100

Exam Duration: 3 Hrs.

PART A: 5 Questions to be answered out of 8 Questions, each Question carrying 6 marks 30 Marks

PART B: 2 Questions from each unit of internal choice, each carrying 10 marks 50 Marks

PART C: 1 Compulsory - Question / Case Study, carrying 20 marks 20 Marks

SBAX1003	FINANCIAL ACCOUNTING – I	L	T	P	Credits	Total Marks
		3	1	0	4	100

UNIT 1 INTRODUCTION 12 Hrs.

Meaning and Scope of Accounting, Basic Accounting Concepts and Conventions – Objectives of Accounting – Accounting Transactions – Double Entry Book Keeping – Journal – Ledger - Preparation of Trial Balance – Preparation of Cash Book.

UNIT 2 FINAL ACCOUNTS 12 Hrs.

Preparation of Final Accounts of a Sole Trading Concern – Adjustments – Closing Stock, Outstanding and Prepaid Items, Depreciation, Provision for Bad Debts, Interest on Capital and Drawings – Preparation of Receipts and Payments Accounts – Income and Expenditure Account and Balance Sheet of Non Trading Organizations (Simple Problems).

UNIT 3 RECTIFICATION OF ERRORS 12 Hrs.

Classification of errors – Rectification of errors – Preparation of Suspense Account.

UNIT 4 DEPRECIATION 12 Hrs.

Meaning, Causes, Types – Straight Line Method - Written down Value Method (Changes in Method excluded).

UNIT 5 SINGLE ENTRY SYSTEM 12 Hrs.

Meaning, Features, Defects, Difference between Single entry and Double System – statement of Affairs Method – Conversion Method (Only Simple Problems).

TEXT / REFERENCE BOOKS

1. T.S. Reddy & A.Murthy, Financial Accounting, Margham, Chennai, 2004
2. RSN Pillai, Bagavathi and S.Uma, Practical Accounting, S.Chand & Co Ltd., New Delhi, 2006
3. Dr.S.Ganeson and S.R.Kalavathi, Financial Accounting, Thirumalai Publication, 2005
4. Asish.k.Bhattacharyya, Financial Accounting, Prentice Hall of India, New Delhi, 2005
5. P.C.Tulsian, Financial Accounting, Tata Mc Graw-Hill Publishing Co.Ltd, New Delhi, 2005.

SBAX1004	BUSINESS ECONOMICS	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to Economics - Wealth, Welfare and Scarcity Views on Economics - Positive and Normative Economics – Definition - Scope and Importance of Business Economics - Concepts: Production Possible Frontiers- Opportunity Cost- Accounting Profit and Economic Profit-Incremental and Marginal Concepts-Time and Discounting Principles - Concept of Efficiency.

UNIT 2 DEMAND AND SUPPLY FUNCTIONS**9 Hrs.**

Meaning of Demand - Determinants and Distinctions Demand - Law of Demand-Elasticity of Demand-Demand Forecasting - Supply Concept and Equilibrium.

UNIT 3 CONSUMER BEHAVIOR**9 Hrs.**

Law of Diminishing-Marginal Utility - Equi Marginal Utility-Indifference Curve - Definition, Properties and Equilibrium.

UNIT 4 PRODUCTION**9 Hrs.**

Law of Variable Proportion - Laws Of Returns of Scale - Producers Equilibrium - Economics of Scale.

UNIT 5 PRODUCT PRICING**9 Hrs.**

Price and Output Determination under Perfect Competition, Monopoly - Discriminating Monopoly-Monopolistic Competition - Oligopoly - Pricing Objectives and Methods.

TEXT / REFERENCE BOOKS

1. H.L.Ahuja Business Economics, S.chand&Co.Ltd., New Delhi, 2008
2. S.Sankaran, Business Economics, Margham Publications, Chennai, 2007
3. Cherunilam, International Economics, Tata Mc Graw Hill Publishing Co.Ltd, New Delhi, 2008.

SBAX1005	PRINCIPLES OF MANAGEMENT	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION**9 Hrs.**

Management- importance - definition- nature and scope of management process – role and functions of manager- levels of management – development of scientific management and other school of thought and approaches.

UNIT 2 PLANNING**9 Hrs.**

Nature – importance- forms - types - steps in planning – objectives – policies – procedures and methods – nature and types of policies – decision making – process of decision making – types of decision making.

UNIT 3 ORGANISING**9 Hrs.**

Meaning - Types of organizations- organization structure – span of control and committees - departmentalization- informal organization-Authority – delegation - difference between authority and responsibility.

UNIT 4 STAFFING & DIRECTING**9 Hrs.**

Staffing- Meaning – nature - importance-recruitment - selection and training - Directing: meaning - nature- purpose - supervision.

UNIT 5 COORDINATION & CONTROL**9 Hrs.**

Need, type and techniques and requisites for Co-ordination - Controlling – Meaning and Importance – Control Process.

TEXT / REFERENCE BOOKS

1. Gupta.C.B., Business Management, Sultan Chand & Sons, New Delhi, 2008
2. Dr.Prasad.L.M, Principles and practice of Management, Sultan Chand & Sons, New Delhi, 2008
3. R.N.Gupta, Principles of Management, Sultan Chand & Sons, New Delhi, 2008
4. J.Jayasankar, Principles of Management, Margham Publications, Chennai, 2007
5. P.C. Tripathi, Principles of Management, Tata Mc Graw Hill Publishing Co.Ltd, New Delhi, 2007.

SBAX1006	FINANCIAL ACCOUNTING-II	L	T	P	Credits	Total Marks
		3	1	0	4	100

UNIT 1 BRANCH ACCOUNTS 12 Hrs.

Meaning - dependent branches - stock and debtor's system - distinction between whole sale profit and retail profit - independent branch (foreign branches excluded).

UNIT 2 DEPARTMENTAL ACCOUNTS 12 Hrs.

Meaning - Basis for Allocation of Expenses - Inter Departmental Transfer at Cost or Selling Price -Treatment of Expenses Which Cannot Be Allocated.

UNIT 3 HIRE PURCHASE SYSTEM 12 Hrs.

Hire Purchase and Trading Installment - Default and Repossession - Hire Purchase Trading Account and Installment Purchase System.

UNIT 4 PARTNERSHIP 12 Hrs.

Admission of a Partner - Retirement of a Partner - Death of a Partner.

UNIT 5 DISSOLUTION 12 Hrs.

Dissolution of a Partnership - Insolvency of a Partner (Application Of Indian Partnership Act 1932) -Insolvency of All Partners - Gradual Realization of Assets and Piece Meal Distribution.

TEXT / REFERENCE BOOKS

1. T.S. Reddy & A.Murthy, Financial Accounting, Margham, Chennai, 2004
2. RSN Pillai, Bagavathi and S.Uma, Practical Accounting, S.Chand & Co Ltd., New Delhi, 2006
3. Dr.S.Ganeson and S.R.Kalavathi, Financial Accounting, Thirumalai Publication, Nagercoil, 2005
4. Asish.k.Bhattacharyya, Financial Accounting, Prentice Hall of India, New Delhi, 2005
5. P.C.Tulsian, Financial Accounting, Tata Mc Graw-Hill Publishing Co.Ltd, New Delhi, 2005.

SBAX1007	BUSINESS LAW	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 LAW OF CONTRACT 9 Hrs.

Indian contract act - formation - terms of contract - forms of contract - offer and acceptance considerations.

UNIT 2 AGREEMENTS 9 Hrs.

Capacity - flaw in consent, void agreements - illegal agreements.

UNIT 3 DISCHARGE OF CONTRACT 9 Hrs.

Performance – tender - quasi contract – discharge - remedies for breach of contract.

UNIT 4 CONTRACT OF AGENCY 9 Hrs.

Contract of agency – type's creation, duties, rights of principal and agent - termination of agency.

UNIT 5 SALE OF GOODS ACT 9 Hrs.

Sale of goods act –sale and agreement to sell - formation - caveat emptor - implied conditions and warranty - rights of unpaid seller.

TEXT / REFERENCE BOOKS

1. N.D.Kapoor, Business Law, Sultan Chand&Sons, New Delhi, 2008.
2. P.C.Tulsian, Business Law, Tata Mc Graw-Hill Publishing Co.Ltd, New Delhi, 2005.
3. P.Saravanel &S.Sumathi, Legal System in Business, Himalaya Publishing House, Mumbai, 2004.
4. M.C.Kuchal,Mercantile Law, Vikas Publication,2009
5. R.S.N. Pillai and Bagavathi, Business Law S.chand & co Ltd New Delhi, 2009.

SBAX1008	ELEMENTS OF MARKETING	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

Meaning – Definition and Functions of Marketing – Marketing Orientation – Role and Importance of Marketing – Classification of Markets.

UNIT 2 MARKETING ENVIRONMENT 9 Hrs.

Meaning – Micro and Macro Environment (Factors affecting internal environment and external environments)

UNIT 3 CONSUMER BEHAVIOR 9 Hrs.

Market Segmentation – Concepts – Benefits – Basis and levels. Introduction to consumer behavior – Need for study – consumer buying decision process – Buying motives.

UNIT 4 MARKETING MIX 9 Hrs.

Meaning - Product – Meaning – Introduction to stages of New Product Development – Types – Introduction to PLC – product Mix – Price – Pricing policies and Methods. Place – Channels of Distribution (Levels) – channel members – promotion – communication mix – Basics of Advertising, Sales promotion and personal selling.

UNIT 5 MARKETING RESEARCH 9 Hrs.

Recent trends in Marketing- a Basic Understanding of E – Marketing, Consumerism - Market research, MIS and marketing regulations.

TEXT / REFERENCE BOOKS

1. Philip Kotler, Principles of Marketing Management, Pearson Publications, 2009
2. C.P.Gupta, Marketing Management, Sultan Chand & Sons, New Delhi, 2008
3. Rajan Nair.N, Marketing Management, Sultan Chand & Sons, New Delhi, 2007.
4. Rajan Saxena, Marketing Management, 3rd Edition, Tata McGraw Hill, 2008.

SBAX1008	ELEMENTS OF MARKETING	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

Meaning – Definition and Functions of Marketing – Marketing Orientation – Role and Importance of Marketing – Classification of Markets.

UNIT 2 MARKETING ENVIRONMENT 9 Hrs.

Meaning – Micro and Macro Environment (Factors affecting internal environment and external environments)

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UNIT 5 MARKETING RESEARCH 9 Hrs.

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TEXT / REFERENCE BOOKS

1. Philip Kotler, Principles of Marketing Management, Pearson Publications, 2009
2. C.P.Gupta, Marketing Management, Sultan Chand & Sons, New Delhi, 2008
3. Rajan Nair.N, Marketing Management, Sultan Chand & Sons, New Delhi, 2007.
4. Rajan Saxena, Marketing Management, 3rd Edition, Tata McGraw Hill, 2008.

SBAX1009	CORPORATE ACCOUNTING-I	L	T	P	Credits	Total Marks
		3	1	0	4	100

UNIT 1 SHARES & DEBENTURES 12 Hrs.

Issue of shares and debentures – various kinds – Forfeiture – Re-issue – Underwriting of shares and debentures.

UNIT 2 REDEMPTION OF SHARES 12 Hrs.

Redemption of preference shares and debentures – Purchase of business – Profits prior to incorporation.

UNIT 3 FINAL ACCOUNTS 12 Hrs.

Preparation of company final accounts – Computation of Managerial Remuneration.

UNIT 4 VALUATION OF GOODWILL & SHARES 12 Hrs.

Valuation of Goodwill and shares.

UNIT 5 ALTERATION OF SHARE CAPITAL 12 Hrs.

Alteration of share capital – Internal reconstruction and reduction of capital.

TEXT / REFERENCE BOOKS

1. R.L.Gupta, Advanced Accountancy, Sultan Chand & Sons, New Delhi, 2008
2. Jain & Narang, Advanced Accountancy, Kalyani Publishers, New Delhi, 2009
3. Reddy & Murthy, Corporate Accountancy, Margham Publication, Chennai, 2009
4. M.A.Arulanandam and K.S.Raman, Advanced Accountancy, Himalaya Publications, 2005

SBAX1010	FINANCIAL SERVICES	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

Meaning and importance of financial services – Types of financial services – Financial services and economic environment – Players in Financial Services Sector.

UNIT 2 MERCHANT BANKING 9 Hrs.

Meaning – Functions – Issue management – managing of new issues – Underwriting – Capital market – Stock Exchange – Role of SEBI.

UNIT 3 LEASING AND HIRE PURCHASE 9 Hrs.

Meaning – Concepts and features – Types of Lease Accounts.

UNIT 4 FACTORING 9 Hrs.

Meaning – Functions of Factor – Consumer finance – Venture Capital – Mutual Funds – Credit Rating.

UNIT 5 INSURANCE 9 Hrs.

Meaning – Different types – Life, marine, fire, motor, health, pension plan, annuity, rural insurance, insurance laws and regulations (A brief introduction to IRDA Act, Insurance Act, 1938)

TEXT / REFERENCE BOOKS

1. Dr.S.Gurusamy, Essentials of Financial Services, Tata McGraw-Hill Publishing Co.Ltd. New Delhi, 2009
2. D.Joseph Anbarasu, Financial Services, Sultan Chand & Sons Publications, New Delhi, 2008
3. I.M.Pandey, Financial Management, Vikas Publication, Mumbai, 2008
4. Shashi k. Gupta and Nisha aggarwal, Financial Services, Kalyani publishers, New Delhi, 2008
5. B. Santhanam, Financial Services, Margham publications, Chennai, 2007.

SBAX1011	ORGANISATIONAL BEHAVIOR	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

Need and scope of organizational behavior – Foundation of Individual Behavior, Hawthorne Experiment, Personality – Theories and Factors Moulding Personality.

UNIT 2 THEORIES OF MOTIVATION 9 Hrs.

Motivation – Theories (Maslows Hierarchy of Need Theory, Herzberg's theory, Alderfers ERG Theory, McGregor's Theory of X&Y, Porter and Lawler model, Vroom's Theory)

Morale – Measurement and Improvement of Morale Perception – Factors influencing, Types of Perception distortions.

UNIT 3 TRANSACTIONAL ANALYSIS & STRESS 9 Hrs.

Transactional analysis – Meaning - Johary window, Life positions. Work Stress – Causes Types and Remedies.

UNIT 4 LEADERSHIP 9 Hrs.

Leadership – Theories, Styles, Factors Contributing to Effective Leadership.

Group dynamics – Types of Groups, Need for Groups, Formation, and Group decision Making and Group cohesiveness.

UNIT 5 CULTURE & CONFLICT 9 Hrs.

Organizational culture – Types, Formation.

Organization Conflict – Cause, Types and Management of Conflict.

TEXT / REFERENCE BOOKS

1. Dr.L.M.Prasad, Organizational Behavior, Sultan Chand & Sons, New Delhi, 2008.
2. Aswathappa, Organizational Behavior, Himalaya publishing House, New Delhi, 2010
3. Khanka.s.s., Organizational Behavior, S.Chand& co., New Delhi, 2010
4. Fred Luthans, Organizational Behavior, Tata Mc Graw Hill, 2010.
5. Jit. S. Chandan, Organizational Behavior, Vikas Publishing House Pvt Ltd New Delhi, 2007

SBAX1012	COMPANY LAW	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

Definition of joint stock company – kinds – formation – Incorporation.

UNIT 2 DOCUMENTS FOR COMPANIES 9 Hrs.

Memorandum of Association – contents and alteration – doctrine of Ultra Vires – Articles of association – contents – distinction between the two – doctrine of Indoor Management – Prospectus – contents – statements in lieu of Prospectus.

UNIT 3 SHARE CAPITAL 9 Hrs.

Share capital- kinds of shares – voting rights – borrowing powers of companies- membership in a company – directors – legal position – appointment, removal, rights, duties and powers – qualification.

UNIT 4 MEETINGS AND RESOLUTION 9 Hrs.

Meetings and resolutions – statutory meeting – annual general meeting – extra – ordinary general meeting- resolutions – ordinary & special.

UNIT 5 WINDING UP 9 Hrs.

Winding up of a company – modes of winding up – winding up by the court – voluntary winding up – member's voluntary winding up – creditor's voluntary winding up.

TEXT / REFERENCE BOOKS

1. N.D.Kapoor, Company Law, Sultan Chand & Sons, New Delhi, 2009
2. Srinivasan, Company Law, Margham publication, Chennai, 2009
3. Dr.Radha, Company Law, Prasana publishers, Chennai,2008.
4. P.P.S.Gogna, Company Law, S .Chand& co., New Delhi, 2008.

SBAX1013	OPERATIONS RESEARCH	L	T	P	Credits	Total Marks
		3	1	0	4	100

UNIT 1 INTRODUCTION 12 Hrs.

Introduction to Operations Research – Meaning – Scope – Characteristics – Models of Operation Research – Linear Programming Problems (LPP) – Formulation – Graphical Method and Simplex Method of solving LPP.

UNIT 2 TRANSPORTATION 12 Hrs.

Transportation Model – Definition – Initial Solution by North West Corner Method, Least cost Method and VAM Method – MODI Method of Deriving Optimum Solution.

UNIT 3 ASSIGNMENT 12 Hrs.

Assignment Problems – Hungarian method of Solving Minimization and Maximization Problems – Formulation and Solutions.

UNIT 4 SEQUENCING 12 Hrs.

Sequencing – Sequencing of 'n' number of jobs on Two, Three and Four machines. Replacement problem – Replacement of assets that Deteriorates with time – with and without time value of money consideration: Replacement of assets that fail suddenly.

UNIT 5 GAME THEORY 12 Hrs.

Game theory – Meaning and characteristics – Saddle point – Pure and Mixed Strategies – Dominance property – Graphical methods of Solving Games.

TEXT/REFERENCE BOOK

1. Dr.Kalavathy, S. Operations Research, Vikas Publications, 2009
2. V.k.Kapoor, Operation Research, Sultan Chand & Sons, New Delhi, 2008
3. P.R.Vittal and V.Malini, Operation Research, Margham Publications, Chennai, 2009.
4. Hamdy Taha, Operations Research, 8th Edition, Pearson Education, 2009.

SBAX1014	CORPORATE ACCOUNTING-II	L	T	P	Credits	Total Marks
		3	1	0	4	100

UNIT 1 MERGER AND ACQUISITION 12 Hrs.

Amalgamation – Absorption and external reconstruction of a company – (Intercompany investments excluded).

UNIT 2 FINAL ACCOUNTS 12 Hrs.

Final Accounts of Insurance companies including Balance sheet.

UNIT 3 BANKING COMPANY 12 Hrs.

Final Accounts of Banking Companies including Balance sheet.

UNIT 4 LIQUIDATION 12 Hrs.

Liquidation – Statement of affairs and deficiency accounts – Liquidator's final statement of receipts and payments.

UNIT 5 HOLDING COMPANY 12 Hrs.

Holding Company (Excluding Intercompany holdings)

TEXT / REFERENCE BOOKS

1. R.L.Gupta, Advanced Accountancy, Sultan Chand & Sons, New Delhi, 2008
2. Jain & Narang, Advanced Accountancy, Kalyani Publishers, New Delhi, 2009
3. Reddy & Murthy, Corporate Accountancy, Margham Publication, Chennai, 2009
4. M.A.Arulanandam and K.S.Raman, Advanced Accountancy, Himalaya Publications, 2005

SBAX1015	INDIAN ECONOMY	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 STRUCTURE OF INDIAN ECONOMY 9 Hrs.

Characteristics of Developed and underdeveloped Economy – Natural resources – Land & Water Resources, Broad demographic features – population- size, growth rates and sex composition- rural & urban migration.

UNIT 2 AGRICULTURE 9 Hrs.

Trends in agricultural production & productivity, new agricultural strategy & green revolution - role of NABARD & RRB's in Rural Credit.

UNIT 3 INDUSTRY 9 Hrs.

Role of industries in economic development – New Economic policy – 1991 Industrial licensing policy- growth & problems of micro, small & medium Enterprises(MSMEs) - Role of Public sector enterprisers in India's industrialization.

UNIT 4 INFRASTRUCTURE FOR DEVELOPMENT 9 Hrs.

Transportation – Communication – power – irrigation – social infrastructure – education & primary health.

UNIT 5 PLANNING IN INDIA 9 Hrs.

Objectives, Strategy, Broad achievements & failures, objectives, strategy & allocation of 10th plan. New reforms – liberalization, privatization & globalization.

TEXT / REFERENCE BOOKS

1. Datt, R. and K.P.M. Sundharam, (2001), Indian Economy, Chand & Company Ltd., New Delhi.
2. Dhingra. I.C. (2001,) The Indian Economy; Environment and Policy, Sultan Chand & Sons, New Delhi.
3. Dutt, R.C. (1950), the Economic History of India under Early British Rule, Low Price Publications, Delhi.
4. Kumar, D. (Ed) (1982), the Cambridge Economic History of India, Volume II 1757- 1970, Orient Longman Ltd., Hyderabad.

SBAX1016	BANKING THEORY LAW AND PRACTICE	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

Origin of banks- banking regulation act, 1949 (definition of banking), licensing, opening of branches, functions of banks, inspection) – role of banks and Economic development- central banking and role of RBI and their functions.

UNIT 2 COMMERCIAL BANKS 9 Hrs.

Commercial banks – functions – accepting deposits – lending of funds, E_ Banking – ATM cards, debit cards, personal Identification Number – online enquiry and update facility – electronic fund transfer – electronic clearing system.

UNIT 3 CUSTOMERS 9 Hrs.

Opening of account- types of deposit account – types of customers (individuals, firms, trusts and companies) – importance of customer relations- consumer grievances and redressal – Ombudsman.

UNIT 4 LENDING AND BORROWINGS 9 Hrs.

Principles of lending – types of borrowings – precautions to be taken by a banker.

UNIT 5 NEGOTIABLE INSTRUMENTS 9 Hrs.

Negotiable instruments – promissory note – bills of exchange, cheque, draft – definitions, features – crossing- endorsement – material alteration – paying banker – rights and duties – statutory protection – dishonor of cheques – role of collecting banker.

TEXT / REFERENCE BOOKS

1. Sundharam & varshney Banking Theory and Practice, Sultan Chand & Co, New Delhi, 2005
2. B.Santhanam, Banking and Financial Systems , Margham Publishers, Chennai, 2007
3. Dr. S. Guruswamy, Banking Law Theory and Practice, Margham Publishers, Chennai, 2009
4. Dr. Nirmala Prasad, K.Chandradass.J, Banking and Financial System, Himalaya publishing House, Mumbai, 2004

SBAX1017	CORPORATE FINANCE	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

Corporate Finance – meaning – nature and scope of corporate finance – functions – objectives – profit maximization – wealth maximization- importance of financial management – finance manager – role.

UNIT 2 FINANCIAL PLANNING 9 Hrs.

Meaning– characteristics of a sound financial plan – factors affecting financial plan – need for financial plan – capitalization – over capitalization – under capitalization – capital gearing

UNIT 3 CAPITAL STRUCTURE 9 Hrs.

Capital structure – Business and Financial risks – financial and operating leverage – sources of funds – share capital – best capital.

UNIT 4 COST OF CAPITAL 9 Hrs.

Cost of Capital – importance of the concept – loss of different types of capital – average cost of capital – working capital – determinants of working capital – sources of working capital.

UNIT 5 FINANCIAL MARKETS 9 Hrs.

Financial markets – money markets – recent – trends in capital market – term loans – institutional finance – unit trust of India – Industrial Finance corporation – state Finance corporation – IDBI.

TEXT/ REFERENCE BOOKS

1. Brelay Myers, Principles of Corporate Finance, Mc Graw-Hill, New Delhi, 2000.
2. Stephen A.Ross, Fundamentals of Corporate Finance, Tata Mc Graw hill publishing co ltd, New Delhi, 2008.
3. P.V. Kulkarni, Corporate Finance, Himalaya publishing House, Mumbai, 2006.
4. A.Besant.C. Raj, Corporate Finance, Tata Mc Graw hill publishing co ltd, New Delhi, 2008.

SBAX1018	COST ACCOUNTING	L	T	P	Credits	Total Marks
		3	1	0	4	100

UNIT 1 INTRODUCTION 12 Hrs.

Nature and scope of cost accounting - Cost analysis, concepts and classifications. - Installation of costing systems - cost centers and profit centers.

UNIT 2 COST SHEET 12 Hrs.

Cost sheets, tenders and quotations. - Reconciliation of cost and financial accounts.

UNIT 3 MATERIALS 12 Hrs.

Material purchase control, need and essentials of material control - EOQ, ABC analysis, VED analysis. Material costing – Issue of materials – FIFO, LIFO, HIFO, SAM, WAM, Market price, Base stock method and standard price method.

UNIT 4 LABOUR 12 Hrs.

Labour cost – computation and control - Methods of wage payment – Time rate and piece rate system - Idle time and over time. Labour turnover.

UNIT 5 OVERHEADS 12 Hrs.

Overheads – classification. Allocation, Appointment and Absorption - Accounting and control of overheads – manufacturing - Administration, selling and distribution. (Primary and Secondary Distribution). Machine Hour rate.

TEXT / REFERENCE BOOKS

1. Jain S.P and Narang K.L, Cost Accounting, Kalyani publishers, New Delhi, 2005.
2. T.S.Reddy and Murthy, Cost accounting, Margham Publications, Chennai, 2007.
3. Dr.N.Ganesan, & Kalavathi.S.R. Cost accounting, Thirumalai publications, Nagercoil, 2006
4. Dr, Maheswari S.N - Advanced Cost Accounting, Sultan Chand & Sons, New Delhi, 2007.

SBAX1019	PRACTICAL AUDITING	L	T	P	Credits	Total Marks
		3	0	0	4	100

UNIT 1 INTRODUCTION**9 Hrs.**

Definition of Audit – Difference between Auditing and Accountancy – scope of Auditing – objectives of Auditing, Materiality in Auditing, Efficiency Audit – proprietary audit – techniques of auditing- Standards of Auditing. Audit Programmes - Meaning Advantages and Disadvantages, Audit Note Book- Meaning and Content. Audit working Papers –Objects and Essentials.

UNIT 2 INTERNAL CHECK AND INTERNAL CONTROL**9 Hrs.**

Meaning of Internal Check- Nature and Scope of Internal Audit – Financial Vs Operational Audit – Internal Control, Nature and Scope Verification of Evidence – Detailed checking Vs Sample checking Internal Audit and Statutory Audit.

UNIT 3 VOUCHING**9 Hrs.**

Vouching of Cash Transactions – Trading Transactions - Capital and Revenue Expenditure- Verification and Valuation of Assets And Liabilities. Depreciation and Reserves – Meaning – Depreciation of Wasting Assets.

UNIT 4 APPOINTMENT AND REMOVAL**9 Hrs.**

Appointment of Auditor – Appointment of First Auditor filling of Casual Vacancy- Ceiling on Number of Audits- Appointment of Auditor of Government Company – Auditors Remuneration – Removal of Auditors- Qualifications and Disqualifications, Powers and Duties of Auditors / Liabilities of Auditors.

UNIT 5 FINANCIAL STATEMENT AUDIT**9 Hrs.**

Special Considerations in Company Audit - Preservation of Financial Statements - Audit of Share Capital - Audit of Dividends and Debentures.

TEXT / REFERENCE BOOKS

1. B. N. Tandon Practical Auditing, S.Chand& co., New Delhi, 2008.
2. Dr.N.Premavathy, Practical Auditing, Sri Vishnu Publications, Chennai, 2006.
3. R.G. Saxena, Principles and practice of Auditing, Himalaya publishing house, Mumbai, 2002.
4. Dinakar pagare, Practical auditing, Sultan Chand & Sons, New Delhi, 2008

SBAX1020	MANAGEMENT ACCOUNTING	L	T	P	Credits	Total Marks
		3	1	0	4	100

UNIT 1 INTRODUCTION AND FINANCIAL STATEMENTS 12 Hrs.

Management Accounting – Meaning, scope, importance and limitations – Management accounting vs. Accounting, Management Accounting vs. Financial Accounting. Analysis and interpretation of Financial Statements – Nature, objectives, tools – Methods – Comparative Statements, Common Size statement and Trend analysis.

UNIT 2 RATIO ANALYSIS 12 Hrs.

Interpretation, benefits and limitations, Classification of ratios- Liquidity, profitability, turnover, and capital structure and leverage.

UNIT 3 FUNDS FLOW AND CASH FLOW STATEMENTS 12 Hrs.

Meaning- differences between funds flow statement and cash flow statement- preparation of statements.

UNIT 4 BUDGETS AND BUDGETARY CONTROL 12 Hrs.

Meaning, objectives, merits and demerits – types of Budgets – Production, cash and Flexible Budgets.

UNIT 5 MARGINAL COSTING 12 Hrs.

Absorption Costing and Marginal Costing – CVP analysis – Break Even Analysis – Break Even Chart (excluding decision making).

TEXT / REFERENCE BOOKS

1. Dr, Maheswari S.N - Management Accounting, Sultan Chand & Sons, New Delhi, 2007.
2. T.S.Reddy & Murthy, Management Accounting, Margham Publications, 2010
3. Khan.M.Y and P.K. Jain, Management Accounting, Tata McGraw Hill, 2006
4. I.M. Pandey., Management Accounting, Vikas Publications, 2009.

SBAX1021	INTERNATIONAL TRADE	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION TO INTERNATIONAL TRADE 9 Hrs.

International Trade – Importance of international trade – Theories of Foreign Trade – Theories of Adam Smith, Ricardo, Haberier's Hechsher - Ohlin.

UNIT 2 BALANCE OF TRADE AND BALANCE OF PAYMENTS 9 Hrs.

Balance of Trade, Balance of Payment – Concepts – Causes of Disequilibrium, Methods to correct Disequilibrium – Fixed and Floating Exchange Rates – Dollar Marketing (An over View).

UNIT 3 EXPORT MANAGEMENT 9 Hrs.

Meaning – Export Procedure and Documents – Export Finance – Export Promotion – Export Pricing.

UNIT 4 INTERNATIONAL ORGANISATIONS 9 Hrs.

Meaning and its functions – IMF, IDA, IBRD, ADB, UNCTAD, UNIDO.

UNIT 5 WTO AND TRADE LIBERALISATION 9 Hrs.

Liberalization of Trade in Manufacturing and in Agricultural Trade – TRIPS, TRIMS - Indian Patent Law.

TEXT / REFERENCE BOOKS

1. Francis Cherunilam, International Trade and Export Management, Himalaya publications, 2009
2. Dr.Subba Rao.p, International business, Himalaya publications, 2010.
3. Dr.Varshney.R.L& Bhattacharya., International Management, Sultan Chand & Sons, 2009
4. Chandran, R, International Business, Jaico Publishers, 2009
5. B.L. Bhatia, International Trade, Vikas Publishing House pvt Ltd, New Delhi,2008.

SBAX1022	INCOME TAX LAW AND PRACTICE	L	T	P	Credits	Total Marks
		2	1	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

Meaning of Income – Canons of taxation and the Income tax act – Important definitions under the income tax act – scope of total income – residential status – income exempt from tax.

UNIT 2 INCOME FROM SALARIES 9 Hrs.

Heads of Income – salaries – allowances – perquisites and other valuations – deductions from salary – other related provisions- gratuity- pension – commutation of pension – provident fund – rebate.

UNIT3 INCOME FROM HOUSE PROPERTY AND BUSINESS OR PROFESSION 9 Hrs.

Income from house property – definition of annual value - deductions from annual value – computation under different circumstances.

Income from business or profession – Allowable and not allowable expenses –General deductions – principles – Computation of income from business or profession. (Excluding Provision relating to depreciation).

UNIT 4 INCOME FROM CAPITAL GAINS AND OTHER SOURCES 9 Hrs.

Income under capital gains – short term, long – term capital gains -Exempted capital gains – Computation of capital gains.

Income from other sources – as a residuary head of income – their computation – grossing up – deductions in computing income under this head and other related provisions.

UNIT 5 SET OFF AND CARRY FORWARD LOSSES 9 Hrs.

Clubbing of income- set off – carry forward and set off - Permissible deductions from gross total income- Sec 80C to Sec 80 U (simple problem only)

TEXT / REFERENCE BOOKS

1. T.S.Reddy & Y.Harry Prasad Reddy, Income Tax Law and Practice, Margham Publications, Chennai, 2010.
2. Gaur.v.p. & Narang.D.B., Income Tax Law and Practice, Kalyani Publishers, 2010.
3. Vuinod k.Singhanian and Kapil singhanian, Direct Taxes, Taxman Allied Services Pvt.Ltd., 2010.
4. N. Hariharan, Income Tax Law and Practice, Tata Mc Graw hill publishing co ltd, New Delhi, 2008.

SBAX1023	RESEARCH METHODOLOGY	L	T	P	Credits	Total Marks
		2	1	0	3	100

UNIT 1 INTRODUCTION TO RESEARCH**9 Hrs.**

Definition of Research – Objectives – Characteristics – Methods of Research – Relevance of Research in Decision making in various functional areas of management.

UNIT 2 RESEARCH PROCESS**9 Hrs.**

Formulation of Research problem – Literature survey developing Hypothesis – Research Design and Types – Determination of sampling plan – collection of Data – Analysis of Data – Testing of Hypothesis – Preparation of report.

UNIT 3 SAMPLING METHODS**9 Hrs.**

Methods – Merits & Demerits – Sample size and its determination – Collection of Data (Methods, Merits and Limitations) – Designing of a Questionnaire – Types Construction Procedure – Questionnaire Vs Schedule.

UNIT 4 DATA ANALYSIS**9 Hrs.**

Editing and Coding of Data – Classification and usefulness of Statistical tools – Hypothesis Testing – Tabulation -Significance and Guidelines – Types of Tables and Diagrams used in Research.

UNIT 5 RESEARCH REPORT**9 Hrs.**

Research Report -Types – Mechanics in writing report precautions - Structure of a report – appendix – bibliography – Executive Summary – Briefing – Evaluation of Research report.

TEXT/ REFERENCE BOOKS

1. Kothari K.C., Research Methodology, 2nd Edition, New age publications, 2009.
2. Pannerselvam, Research Methodology, 1st Edition, Prentice Hall Inc., 2009.
3. Dr.Tripathi P.C, Research Methodology in Social Science, sultan Chand & Sons, 2009.
4. P.Saravanel, Research Methodology, Kitab Mahal, New Delhi, 2008

SBAX1024	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION**9 Hrs.**

Entrepreneurship- Meaning- types qualities of an entrepreneur – classification of entrepreneurs- factors influencing entrepreneurship- functions of entrepreneurs.

UNIT 2 ENTREPRENEURIAL DEVELOPMENT**9 Hrs.**

Agencies -Commercial banks- District Industries Centre – National Small Industries Corporation – Small Industries Development Organization – Small Industries Service Institute. All India Financial Institutions – IDBI-IFCI- ICICI- IRDBI.

UNIT 3 PROJECT MANAGEMENT**9 Hrs.**

Business idea generation techniques- Identification of Business opportunities- Feasibility study- Marketing, Finance Technology & Legal Formalities-Preparation of Project Report –Tools of Appraisal.

UNIT 4 ENTREPRENEURIAL DEVELOPMENT PROGRAMMES (EDP)**9 Hrs.**

Role Relevance and achievements – Role of Government in Organising EDPS – Critical Evaluation

UNIT 5 ECONOMIC DEVELOPMENT AND ENTREPRENEURIAL GROWTH**9 Hrs.**

Role of entrepreneur in economic growth- Strategic approaches in changing Economic scenario for small scale entrepreneurs- networking, niche play, geographic concentration, franchising/ dealership- development of Women Entrepreneurship

TEXT / REFERENCE BOOKS

1. C.B.Gupta AND N.P.Srinivasan, Entrepreneurial Development, Sultan Chand & Sons, New Delhi, 2008
2. S.S.Khanka, Entrepreneurial Development, Sultan Chand & Co., Ltd., New Delhi 2005
3. JayaShree Suresh, Entrepreneurial Development, Margham Publications, Chennai, 2007.
4. Dr.Radha, Entrepreneurial Development, Prasana Publishers, Chennai, 2007.

SBAX1025	BUSINESS ENVIRONMENT	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 BUSINESS ENVIRONMENT 9 Hrs.

The concept of Business Environment – its nature and significance – Brief overview of political – cultural – legal – economic and social environment and their impact on business and strategic decisions.

UNIT 2 POLITICAL ENVIRONMENT 9 Hrs.

Meaning-Government and Business relationship in India – Provisions of Indian constitution pertaining to business.

UNIT 3 SOCIAL ENVIRONMENT 9 Hrs.

Cultural heritage – social attitudes – impact of foreign culture – castes and communities – joint family systems – linguistic and religious groups – Types of social organization – social responsibilities of business.

UNIT 4 ECONOMIC ENVIRONMENT 9 Hrs.

Economic systems and their impact of business – Macroeconomic parameters like GDP – growth rate population – urbanization – Fiscal deficit – Plan investment – Per capita income and their impact on business decisions – Five Year Plan.

UNIT 5 FINANCIAL ENVIRONMENT 9 Hrs.

Meaning - Financial system – Commercial banks – Financial Institutions – RBI Stock Exchange – IDBI – Non Banking Financial Companies NBFCs

TEXT / REFERENCE BOOKS

1. C.B.Gupta, Business environment, Sultan Chand & Sons, New Delhi, 2008
2. Francis Cherunilam, Business Environment, Himalaya Publishing house, Mumbai, 2007
3. S.Sankaran, Business Environment, Margham Publication, Chennai, 2005.

SBAX1026	HUMAN RESOURCE MANAGEMENT	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION**9 Hrs.**

Human Resource Management -Nature- scope-Study of evolution of managerial practice and policy in administration of personnel. Role of personnel manager- managerial and operative functions – typical organization set up – objectives – qualities- impediments – future

UNIT 2 PLANNING AND PROCUREMENT**9 Hrs.**

Meaning - Manpower planning – recruitment, selection, placement, induction, tests and interviews – promotion and transfer policy. Job analysis, job description, job specification, typical manpower planning scheme for large organizations – steps involved

UNIT 3 MAINTENANCE AND DEVELOPMENT**9 Hrs.**

Training and development – framing effective policies and administering them, types / methods/ techniques of training, management development and personality development – setting up and maintaining a good training and development department-Work environment, fatigue, accident and safety, role of personnel manager. Performance appraisal reporting

UNIT 4 COMPENSATION**9 Hrs.**

Meaning and wage and salary administration, the rationale behind them, essential steps in formulating compensation package, payment by time and piece. Job evaluation, methods and importance.

UNIT 5 INTERGRATION AND RELATIONS**9 Hrs.**

Meaning - Industrial relations- basic nature, factors contributing to good IR, role of personnel manager, collective bargaining, trade unions and their role in IR - Suggestion schemes, grievance handling, discipline, audit.

TEXT / REFERENCE BOOKS

1. Edwin Flippo, Principles of Personnel Management, Prentice Hall Inc. 1984.
2. Tripathi P C: Personnel Management & Industrial Relations, Sultan Chand & Sons, 2008
3. Mammoria & Mammoria: Personnel Management & Industrial Relations, Himalaya Publishing house, 2009
4. William Werther & Keith Davis, Human Resource and personnel Management, Tata McGraw Hill, 2003.