

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

1. Prasanna Chandra, Fundamentals of Financial Management, 4th Edition. Tata McGraw Hill, 2005.
2. Khan & Jain, Financial Management Text, Problems & Cases, 4th Edition, Tata McGraw Hill, 2004.
3. Pandey.I.M, Financial Management, 9th Edition, Vikas Publications, 2009.
4. 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

SBAA5103	ACCOUNTING FOR MANAGERS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand management accounting tools and techniques
- To analyze and interpret financial statements
- To recognize the roles of budgets variance as tools of planning and control.

UNIT 1 INTRODUCTION TO ACCOUNTING**9 Hrs.**

Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts - Final Accounts - Preparation of profit and loss account and Balance sheet.

UNIT 2 ANALYSIS OF FINANCIAL STATEMENTS**9 Hrs.**

Analysis of financial statements - Financial ratio analysis - importance- classification of ratios on the basis of liquidity- solvency- activity and profitability and their interpretation.

UNIT 3 FUNDS FLOW AND CASH FLOW STATEMENT**9 Hrs.**

Funds flow statement - Meaning -Funds from operations - statement of changes in working capital - Interpreting funds flow statement - cash flow statement - Meaning- computation of cash from operation - Interpreting cash flow statement.

UNIT 4 MARGINAL COSTING**9 Hrs.**

Marginal costing for decision making - Make or Buy - Key factor - Optimum production mix - Adding or discontinuing a product - Activity based costing.

UNIT 5 VARIANCE ANALYSIS AND BUDGETING**9 Hrs.**

Variance Analysis - Material - Labour - Overheads - Sales (Value and Margin Variances) - Budgetary control - functional Budgets - Master Budgets - Zero based budgets.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Familiarize with overall accounting for managerial decision making.
- CO2 - Judge the performance of a company through financial ratios.
- CO3 - Prepare fund flow and cash flow statement.
- CO4 - Improve means of managerial decision on product with help of marginal costing.
- CO5 - Prepare cost estimates.
- CO6 - Prepare the financial statement and interpret it.

TEXT / REFERENCE BOOKS

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2004.
2. R.Narayanaswamy, Financial Accounting - A managerial perspective, PHI Learning, New Delhi, 2008.
3. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg and Dave Burgstahler, Introduction to Management Accounting, Pearson, 16th Edition.
4. Stice & Stice, Financial Accounting Reporting and Analysis, 7th Edition, Cengage Learning, 2008.
5. R. Ramachandran and R. Srinivasan, Management Accounting, Sriram Publications, 12th Edition.

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

SBAA7017	ADVANCED LABOUR LAWS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.

UNIT 1 INTRODUCTION TO LABOUR LEGISLATIONS**9 Hrs.**

Historical evolution, Emergence and objectives of Labour law, agencies integrated in labour problems, labour welfare, Importance, Types, Labour welfare officer - duties and functions, issues in implementing legal framework, Role of ILO in Labour relations.

UNIT 2 LEGISLATION AFFECTING WORKING CONDITIONS**9 Hrs.**

Factories Act, 1948: Provision's relating to - Health, Safety, Welfare, working hours and leave, Women and Young Persons. Apprentices Act, 1961. The Child Labour (Prohibition and Regulation) Act, 1986, Contract Labour (Abolition & Regulation) Act, 1970. The Shops and Commercial Establishments Act.

UNIT 3 LAW RELATING TO MONETARY BENEFITS**9 Hrs.**

Payment of Wages Act, 1936: Provision relating payment of wages, Authorized deductions, limits to deductions. Minimum Wages Act, 1948: Procedure for fixing and revising minimum wages, Appointment of advisory board, Maintenance of registers and records. Equal Remuneration Act, 1976. Payment of Gratuity Act, 1972: Eligibility, Nomination, Rights and Obligations, Amount of Gratuity. Payment of Bonus Act, 1965.

UNIT 4 LAW RELATING TO INDUSTRIAL RELATIONS**9 Hrs.**

Industrial Disputes Act, 1947: causes, Authorities for settlement, Forms of disputes, Procedure. Trade Union Act, 1926: Registration, Rights and liabilities, registered and recognized union, functions. Industrial Employment (Standing Orders) Act, 1946: Provisions regarding certification and operation of standing orders. Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959. Sexual harassment of Women at workplace (Prevention, Prohibition and Redressal) Act, 2013.

UNIT 5 LAW RELATING TO SOCIAL SECURITY**9 Hrs.**

Employee's State Insurance Act, 1948: Administration, Types of Benefits, Rules regarding Contributions and Benefits. Employee's Provident Funds and Miscellaneous Provisions Act, 1952: Schemes EPF, Authorities. Employees Compensation Act, 1952: Compensation Calculation. Maternity Benefit Act, 1961.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 -Introduce the statutory provision that affects the labour relations.
- CO2 -Learn the powers of the government/authorities under the different Act.
- CO3 -Apply rules governing the employment relationship to real world problems and devise solutions.
- CO4 -Familiarize with the laws relating to Industrial Relations, Social Security and Working conditions.
- CO5 -Critically appraise the principles, statutory frameworks, and institutions regulating labour.
- CO6 - Hypothesize the future direction of labour law and formulate ideas for law reform.

TEXT / REFERENCE BOOKS

1. Kapoor N.D., Elements of Industrial Law, Sultan Chand & Sons, 16th Edition, 2018.
2. Malik P.L., Industrial Law, Eastern Book Company, 6th Edition, 2017.
3. Misra S.N., Labour and Industrial Law, Central Law Publications, New Delhi, 28th Edition, 2016.
4. Kapoor N.D., Handbook of Industrial Law, Sultan Chand & Sons, New Delhi, 14th Edition, 2013.

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

SBAA7010	ADVERTISING MANAGEMENT AND SALES PROMOTION	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To learn fundamentals of advertising and sales promotion.
- To learn the basic types of sales promotion activities and their application in marketing.
- To apply the knowledge on advertising and sales promotion in the marketing of goods and services.

UNIT 1 INTRODUCTION TO ADVERTISING**9 Hrs.**

Advertising - Concept, Objectives, Evolution, Classifications, Advertising agencies - Role, Functions, Agency & Client relationship - Responsibilities of Agency and Client- Client servicing- **Process of Setting up of an agency- Growth of Ad agencies, Advertising Industry in Global and India Scenario.**

UNIT 2 ADVERTISING COPY DEVELOPMENT AND MEDIA MANAGEMENT**9 Hrs.**

Advertising Copy- Definition, objectives, characteristics, content, types, process, advantages, themes & appeals. Structure & functions of an advertising department. Advertising as Mass Communication: The Communication Mix- Developing USP. Advertising Media - Definition, Importance, Characteristics, Classification, Advantages & Disadvantages, Problems, Media ethics - Business & legal aspects of media management.

UNIT 3 ADVERTISING BUDGETING AND CONTROLLING**9 Hrs.**

Advertising Budget -Definition - Objectives - Importance -Approaches to Advertising Budget - Factors influencing an Ad-Budget- Determining the size of the budget- Methods of measuring advertising effectiveness-Pre & Post testing techniques, Advantages of measuring advertising effectiveness- Difficulties in measuring advertising effectiveness.

UNIT 4 SALES PROMOTION**9 Hrs.**

Promotion - types - Sales promotion -Nature -Importance - Objectives - Role, Forms of sales promotions- Consumer oriented sales promotion; trade oriented sales promotion & Sales force-oriented sales promotion. **Tools of sales promotion- Developing sales promotion programme, pre-testing implementing, evaluation of results and making necessary modifications.**

UNIT 5 ETHICS IN ADVERTISING AND SALES PROMOTION**9 Hrs.**

Ethics in advertising - objectives, importance, need, methods, Impact of Regulatory in advertising industry - Controversial advertising Economic and Social relevance of advertisements - Advertising research & analysis. Advertising for international market, Ethical aspects of sales promotion - **Legal environment, laws that affect advertising in India. Unfair trade practices and competition act - Consumer rights and laws.**

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Familiarize with the fundamental concepts of Advertising and sales promotion.
- CO2 - Describe the creation of advertisements, themes and appeals.
- CO3 - Discuss the types of advertisements, process of creation ad budgets, types of budgets.
- CO4 - Analyze the effect of sales promotion tools in marketing and selling goods and services.
- CO5 - Evaluate the role of advertising and sales promotion in the field of marketing.
- CO6 - Compare the growth of advertising and sales promotion an international platform.

TEXT / REFERENCE BOOKS

1. Chris Hackley, Runpaka Amy Hackley, Advertising & Sales promotion, 4th Edition, Sage Publications, 2018.
2. S.A.Chunawalla, Foundations of Advertising: Theory And Practice, Himalaya Publications, 2017.
3. Sarangi SK, Advertising and Sales Promotion, Asian Books Pvt. Ltd., 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**

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

SBAA5205	APPLIED OPERATIONS RESEARCH			L	T	P	Credits	Total Marks
				4	0	0	4	100

COURSE OBJECTIVES

- To familiarize with the basic concepts, models and statements of the operations research theory.
- To apply tools & techniques of operations research to improve operational efficiency of a business organization
- To build capabilities for analyzing different situations in the business scenario involving limited resources and finding the optimal solution within constraints.

UNIT 1 INTRODUCTION TO OPERATIONS RESEARCH AND LPP**9 Hrs.**

Concept of Operations Research - Meaning and Models in OR - Utilization of OR models for Managerial Decision Making. Linear Programming Problems - Formulation, Graphical Method and Simplex Method of Solving LPP- Penalty Cost Method or Big M-method

UNIT 2 LINEAR PROGRAMMING EXTENSIONS**9 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 Minimisation and Maximisation Problems- Restricted Assignment problems – Travelling Salesman Problem.

UNIT 3 NET WORK ANALYSIS AND SEQUENCING**9 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 and four machines- Graphical method

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

Replacement Problems - Replacement of Assets that deteriorates gradually - With and Without Time Value of Money Consideration; Replacement of Assets that fails suddenly. Theory of Games - Pure and Mixed Strategies - Saddle Point, Dominance Property and Graphical Method of Solving Games.

UNIT 5 INVENTORY AND WAITING LINE MODELS**9 Hrs.**

Inventory Models - ABC Analysis, Costs Involved In Inventory Management - EOQ Calculation, Deterministic Demand Inventory Models. Waiting Line Models - Features of a Waiting Line Model - Kendall Notations - M/M/1; M/M/C; and M/M/1; FIFO/N/N Models Only. Simulation: Introduction - random number generation - Monte Carlo Technique - application

COURSE OUTCOMES

- CO1 - Demonstrate coherent knowledge of the underlying principles and concepts in OR.
- CO2 - Understand the mathematical tools that are needed to solve optimization problems.
- CO3 - Analyze any real life system with limited constraints and depict it in a model form.
- CO4 - Solve problems using appropriate optimization techniques and interpret the results obtained
- CO5 - Develop critical thinking and objective analysis of decision problems.
- CO6 - Propose the best strategy using decision making methods.

TEXT / REFERENCE BOOKS

1. Kapoor. V. K., Problems and Solutions in Operations Research, Sultan Chand and Sons, New Delhi, 5th edition, 2017.
2. Sundaresan. V, Ganapathy. K. S, Ganesan. K., Resource Management Technique, AR Publications, 2015.
3. HamdyTaha, 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****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**

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

SBAA7001	BANKING AND INSURANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarise with the Indian banking system.
- To Understand the concept of Insurance and its significance.
- To gain insight about regulatory framework of Banking and Insurance Sectors.

UNIT 1 INDIAN BANKING SYSTEM**9 Hrs.**

Banking basics- Structure of Indian banking system-Types of Banks-Role and functions of Bank-Role of commercial banks as a Financial Intermediary -RBI and its role as the central bank -Recent developments in Banking Sector: Core Banking, E-Banking- Impact of Technology in Banking Sector- Payment Banks.

UNIT 2 BANKING PRODUCTS AND SERVICES**9 Hrs.**

Products / Services offered by banks- Deposit products -Credit products - Payment and custodial services; Credit Appraisal Techniques - Approach to lending; Credit management - credit monitoring -NPA Management - Priority Sector Lending - Factoring - Ancillary Services: Remittances, Safe Deposit lockers etc; Payment and Collection of Cheque - duties and responsibilities of paying and collecting banker.

UNIT 3 BANKING REGULATIONS**9 Hrs.**

Banking Regulation Act, 1949- KYC and AML guidelines, Banking Fraud, Cash Reserve Ratio (CRR) and Statutory Liquidity Ratio (SLR), Asset Liability Management -Capital Adequacy in Banks -Basel norms-CAMELS rating of Banks -Banking Ombudsman -SARFAESI Act.

UNIT 4 INSURANCE**9 Hrs.**

Need for Insurance - Nature and Working of Insurance - Types of Insurance - Importance - Role of Insurance - Fundamental Principles of Insurance-Policy - Differentiation Insurance and Guarantee - Insurance and Wager - Disclosure - Moral Hazards.

UNIT 5 INSURANCE INTERMEDIARIES AND REGULATIONS**9 Hrs.**

Insurance Intermediaries - Market Players and their Roles: Agents, Brokers, Surveyors & Loss Assessors; Insurance Act- Insurance Regulatory and Development Act, Powers and Functions of IRDA, Regulations and Guidelines issued by IRDA.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the broad functioning of a bank.
- CO2 - Describe the procedure adopted by bankers while making deposits and lending.
- CO3 - Develop better understanding on Acts and regulations related to banking and insurance sector.
- CO4 - Discuss the recent developments in the banking sector.
- CO5 - Analyse the role of insurance intermediaries.
- CO6 - Explain the functioning and governance of Insurance Industry.

TEXT / REFERENCE BOOKS

- MacDonald Scott S., Koch Timothy W., Bank Management, Cengage Learning, 8th Edition, 2015.
- Trivedi. I. V and Jatana. R, 'Indian Banking System', RBSA Publishers, 2010.
- Parameswaran. Rand Natarajan. S, 'Indian Banking', S.Chand, 2nd Edition, 2013.
- Gupta P.K., Insurance and Risk Management, HPH, 2nd Edition, 2018.
- National Insurance Academy, Legal & Regulatory Aspects of Insurance, Cengage Learning, 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**

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

SBAA7012	BRAND MANAGEMENT AND RETAILING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To familiarize the students with key conceptual foundations of developing and managing a strong brand.
- To provide an understanding of the key issues in building and maintaining brands and brand equity.
- To familiarize students with the decisions involved in running a retail firm.

UNIT 1 BRAND MANAGEMENT CONCEPT**9 Hrs.**

Basics Understanding of Brands - Definitions - Branding Concepts - Functions of Brand - Significance of Brands - Brand Elements - Different Types of Brands - Co branding - Store brands - Strategic Brand Management process - Building a strong brand - Role of Brand Managers.

UNIT 2 BRAND IDENTITY AND POSITIONING**9 Hrs.**

Brand Equity - Customer Based Equity Model - Brand Identity & Positioning - Brand Identity Traps - Overcoming traps - Brand Personality Models - Increasing Brand Loyalty - Brand Leverage - Reasons, methods - Brand Extension - Types, Aaker's Approach, Keller's Approach.

UNIT 3 BRAND VALUE AND RETAILING**9 Hrs.**

Brand Imitations - Kinds of Imitations - Brand Values - Brand Mantras - An overview of Global Retailing - Challenges and opportunities - Retail trends in India - Socio economic and technological Influences on retail management - Government of India policy implications on retails.

UNIT 4 RETAIL FORMATS AND LOCATIONS**9 Hrs.**

Organized and unorganized formats - Different organized retail formats - Characteristics of each format - Emerging trends in retail formats - Choice of retail locations - internal and external atmospherics - Positioning of retail shops - Building retail store Image - Retail service quality management - Retail Supply Chain Management - Retail Pricing Decisions. Merchandising and category management - buying.

UNIT 5 E-RETAILING**9 Hrs.**

Visual Merchandise Management - Space Management - Retail Inventory Management - Retail accounting and audits - Retail store brands - Retail advertising and promotions - IT in Retail -E- retailing : Features, Benefits, Models -Challenges in Retailing in India.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Examine brand concepts in real-life setting by articulating the context.
- CO2 - Formulate effective branding strategies for both consumer and business products/services.
- CO3 - Discover the key 'branding' concepts, methods and tools used by marketing practitioners.
- CO4 - Recognize the operations-oriented policies, and procedures used by successful retailers.
- CO5 - Associate the impact of retailing on the economy.
- CO6 - Comprehend retailing's role in society and, conversely, society's impact on retailing.

TEXT / REFERENCE BOOKS

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 4th Edition, 2013.
2. Kapferer J.N, Strategic Brand Management, 4th Edition, Kogan Press, 2008.
3. Nayak J K, Prakash C, Dash, Retail Management, Cengage, 2017.
4. Dr. Harjit Singh, Retail Management A Global Perspective, S. Chand Publishing, 3rd 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**

SCA5627	DATA BASE MANAGEMENT SYSTEM	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Systems

COURSE OBJECTIVES

- To gain knowledge in fundamentals of data models using ER diagram.
- To make a study of SQL and relational database design.
- To understand about Query processing, optimization and Concurrency control techniques

UNIT 1 INTRODUCTION**9 Hrs.**

Database and DBMS – characteristics – importance – advantages – evolution - Codd rules database - architecture; data organization- file structures and indexing

UNIT 2 MODELING AND DESIGN FRAME WORK**9 Hrs.**

Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

UNIT 3 DATABASE IMPLEMENTATION**9 Hrs.**

Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

UNIT 4 DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES**9 Hrs.**

Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

UNIT 5 EMERGING TRENDS**9 Hrs.**

Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

TEXT / REFERENCE BOOKS

1. Jeffrey A Hoffer Et Al, Modern Database Management, 8th Edition, Pearson Education, 2008, References
2. V.K.Jain, Database Management Systems, Dreamtech Press, 2007
3. Narayan S. Umanath And Richard W. Scamell, Data Modeling And Database Design, Thomson Course Technology, 2008
4. Mark L. Gillenson & El, Introduction Database Management, Wiley India Pvt. Ltd,
5. Peter Rob, Carlos Coronel, Database System And Design, Implementation And Management, 7th Edition, Cengage Learning

COURSE OUTCOMES**CO1 - Understand the Concepts Of Database****CO2 - Interpret the Relational Model, ER Diagram****CO3 - Apply Normalization Techniques****CO4 - Evaluate the Concept of Transaction Management, Storage And Indexing****CO5 - Analyzes The Security Issue of Database****CO6 - Create Database Design for Application****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

SBAA7035	DATABASE MANAGEMENT SYSTEM	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To know the fundamentals of Database Management Systems.
- To study SQL, data models, normalization.
- To understand the fundamental concepts of transaction management, data storage and indexing.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to Database - Data - View of Data, Advantages of DBMS, Disadvantages of DBMS - Database System Structure - Database Language - DDL, DML, DCL, TCL.

UNIT 2 DATA MODELS**9 Hrs.**

Data Models - Entity-Relationship Model, Network Data Model, Hierarchy Data Model, Relational Data Model, Semantic Data Model- Types of Database Systems - Centralized, Parallel, Client/Server, Distributed Database System.

UNIT 3 NORMALIZATION**9 Hrs.**

Functional Dependencies - Non-loss Decomposition - Normalization - First, Second, Third Normal Forms - Boyce/Codd Normal Form - Multi-valued Dependencies and Fourth Normal Form - Join Dependencies and Fifth Normal Form.

UNIT 4 TRANSACTION MANAGEMENT AND DATABASE SECURITY**9 Hrs.**

Introduction to Transaction Processing - Concurrency control techniques - Database Recovery Techniques - Database Security - Distributed databases and Client- Server Architecture.

UNIT 5 DATABASE STORAGE AND IMPLEMENTATION TECHNIQUE**9 Hrs.**

Overview of Physical Storage Media - Magnetic Disks - RAID - File Organization - Organization of Records in Files - Indexing and Hashing - Ordered Indices - B+ tree Index Files - B tree Index Files - Static Hashing - Dynamic Hashing.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of database
- CO2 - Interpret the Relational Model, ER diagrams
- CO3 - Apply Normalization Techniques
- CO4 - Evaluate the concept of Transaction Management, Storage and Indexing
- CO5 - Analyze the security issues of database
- CO6 - Create Database design for application

TEXT / REFERENCE BOOKS

1. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, "Database System Concepts", 6th Edition, Tata McGraw Hill, 2011.
2. Singh S.K., "Database Systems: Concepts, Design and Applications", Pearson Education, 1st Edition reprint, 2009.
3. Ramez Elmasri, Shamkant B. Navathe, "Fundamentals of Database Systems", Pearson Education, 6th Edition, 2011.
4. C.J.Date, A.Kannan, S.Swamynathan, "An Introduction to Database Systems", Pearson Education, 8th Edition, 2006.
5. Raghu Ramakrishnan, "Database Management Systems", McGraw Hill, 4th Edition, 2015.

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

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

1. David H.Holt, Entrepreneurship: New Venture Creation, Pearson Education, 2016.
2. Khanka S.S., Entrepreneurial Development, S.Chand & Company Ltd., New Delhi, 2012.
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publications House, New Delhi, 2018.
4. 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**

SBA5109	FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the concepts and techniques of sourcing and managing the capital.

UNIT 1 INTRODUCTION**9 Hrs.**

Financial Management - Meaning, Objective, Scope And Uses - Finance Functions - Finance Manager's Role - Financial Forecasting - Sources of Finance - Financial Information System.

UNIT 2 TIME VALUE OF MONEY AND LEVERAGE**9 Hrs.**

Concept , Compounding technique, doubling period, Discounting factor -present value for single amount, present value annuity, future value of a single amount, future value annuity. - Relationship of interest, inflation and time value of money

Leverage: Meaning , Measurement of Financial Leverage Operating Leverage And Combined Leverage significant of these leverages

UNIT 3 CAPITAL STRUCTURE**9 Hrs.**

Capital Structure: Meaning and Determinants of Capital Structure - Need For Optimum Capital Structure - Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, MM approach and traditional approach.

UNIT 4 MANAGEMENT OF WORKING CAPITAL**9 Hrs.**

Management of Working Capital : Concepts Need and Determinants Of Working Capital,- operating cycle. Management of Cash, Inventory Management- Accounts Receivables: Bank Finance for Working Capital, Tandon Committee & Chore Committee - Observations and Recommendations.

UNIT 5 MANAGEMENT OF LONG TERM CAPITAL**9 Hrs.**

Management of Long Term Capital: Cost of Capital - Concepts and Significance - Computation of Cost of Equity Capital, Cost of Debt, Cost of Preference Share Capital - Cost of Retained Capital, Weighted Average Cost of Capital.

- Case study is Mandatory

TEXT / REFERENCE BOOKS

1. Prasanna chandra Financial Management - Tata Mcgraw Hill
2. K. GUPTA AND R.K SHARMA Financial Management - kalyani publishers
3. Van home Financial Management - Prentice Hall
4. I.m.pandey Financial Management - Vikas
5. Khan & jain Financial Management -Tata Mcgraw Hill
6. S.N. maheswari Financial Management -Sultan Chand & Sons

COURSE OUTCOMES

- CO1 - Evaluate the financial decisions of a firm
 CO2 - Calculate leverages to make the optimum financing and investment decisions
 CO3 - Analyse the capital structure of a firm
 CO4 - Compute the working capital requirements to manage cash flow
 CO5 - Calculate specific and overall cost of capital to determine minimum return on investment
 CO6 - Integrate best practices of financial management for sustaining a successful 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

SBAA5203	FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the Financial Management and its application in practice.
- To familiarize with the critical elements of financial decision-making for organisations
- To understand the Investment Decisions, Sources of Finance, Management of Working Capital.

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

Introduction: Nature: Finance and related disciplines; Objectives; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Scope of Financial Management - Finance Decision, Investment Decision, Dividend Decision; Organisation of finance function; **Finance Manager's Role - Financial Forecasting - Sources of Finance - Financial Information System.**

UNIT 2 TIME VALUE OF MONEY AND LEVERAGE**9 Hrs.**

Time Value of Money: Concept, Present Value, Future Value, and Annuity - Relationship of Interest, Inflation and Time Value of Money. Leverage: Meaning, Types, EBIT -EPS analysis.

UNIT 3 CAPITAL BUDGETING AND COST OF CAPITAL**9 Hrs.**

Capital Budgeting: Meaning, Principles and Evaluation techniques - Pay Back Period, Accounting Rate of Return, Net Present Value, Profitability Index, Internal Rate of Return and Modified Internal Rate of Return method. **Cost of Capital: Concepts, Significance - Computation of Cost of Debt; Cost of Preference Share; Cost of Equity Share; Cost of Retained Earning; Weighted Average Cost of Capital.**

UNIT 4 CAPITAL STRUCTURE AND DIVIDEND POLICY**9 Hrs.**

Capital Structure: Meaning and Determinants of Capital Structure - Need for Optimum Capital Structure - Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach and Traditional Approach. Dividend Policy Decision: **The irrelevance of dividends: MM hypothesis; Relevance of dividends: Walter's model, Gordon's model.**

UNIT 5 WORKING CAPITAL**9 Hrs.**

Working Capital: Concepts, Need and Determinants. Determining Financing Mix for Working Capital. Management of Cash, Inventory Management- Accounts Receivables; Bank Finance for Working Capital: Dheja Committee, Tandon Committee, Chore Committee, Marathe Committee - Observations and Recommendations.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Establish a basic financial knowledge on three decisions of financial management.
- CO2 - Demonstrate the knowledge of value of money over time and able to evaluate the leverage effects to form long-term financial policies for business.
- CO3 - Describe the common investment criteria and project cash flows
- CO4 - Understand the management of corporate capital structure
- CO5 - Analyse the various elements of Working Capital Management
- CO6 - Apply concepts and techniques of managing finance to contemporary financial events in firms

TEXT / REFERENCE BOOKS

1. M.Y. Khan & P.K. Jain, Financial Management, Tata McGraw Hill.
2. S.N. Maheswari Financial Management, Sultan Chand & Sons.

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

SBA7018	HUMAN CAPITAL MANAGEMENT	L	T	P	Credits	Total Marks
		4	-	-	4	100

COURSE OBJECTIVES

- To understand the concept of Human capital and Human Capital Management
- To study the role of Human capital measures
- To demonstrate the application of HC data in business areas.

UNIT 1 HUMAN CAPITAL CONCEPT**9 Hrs.**

Concept of Human capital - Intellectual capital - Social capital - Organisation capital - Aim of Human Capital Management. Difference between HCM and HRM -Process of HCM - HCM Drivers, HCM Journey, HCM concepts, advantage, Resource - based strategy. Developing HCM — Measuring HR.

UNIT 2 HUMAN CAPITAL DATA**9 Hrs.**

Types of Human Capital Data - Business performance data, CSR data, Customer data, Demographic data, Development data, Diversity data, Employee Opinion data and HR data; **Kearns Classification of Measures - Activity, Performance and Added value Measures; Centrica's eight key measures**, Standard Chartered banks Six key measures, Chartered Management Institute's three-tier approach measure.

UNIT 3 MEASURING HUMAN CAPITAL**9 Hrs.**

Measuring human capital-Measurement Issues, Five common Developing Measures-Human Capital Measurement Models-Human Resource Accounting, Balanced scorecard, HR Scorecard, Workforce Scorecard, Human Capital Monitor, Organisational Performance Model, Human Capital Index, **Engagement Model, People and Performance Model**.

UNIT 4 HUMAN CAPITAL REPORTING**9 Hrs.**

Human Capital Report - Meaning, Benefits, Limitations; Internal Reporting - Benefits, Basic model of Internal Reporting - Content.External Reporting - **Meaning and Benefits, CIPD External Reporting Framework, Principles, Indicators, Content, Arguments for and against External HC Reporting**.

UNIT 5 APPLICATIONS OF HCM**9 Hrs.**

Human Capital Value Circle, Enterprise level Metrics - HCRF, HEVA, HCCF, HCVA, HCROI, HCMV; Foundation Trait Metrics - Six key Indicators, Stages in Designing Human Capital Metrics. Business partner concept and HCM. Application of HCM. The skills HR specialists need for HCM-Future of HCM

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identifies the importance of valuing Human Capital in Organisations.
- CO2 - Able to Sketch different stages in the process of Human capital management.
- CO3 - Understands and categorizes the various Human Capital Data required for measurement.
- CO4 - Analyzing the measuring issues and classification of Human Capital measures
- CO5 - Designing Human capital reports.
- CO6 - Recalls the different levels of Human capital applications

TEXT / REFERENCE BOOKS

1. Angela Baron & Michael Armstrong, Human Capital Management- Achieving Added Value Through People, 1st Edition, Kogan Page, 2007
2. Jac Fitz-enz, The ROI of Human Capital Measuring The economic Value of Employee Performance, 2nd Edition, Amacom, 2009.
3. Ram Raghavan, Human Capital Management Challenges in India, 1st Edition, Woodhead Publishing Limited, 2011.
4. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, 1st Edition, Global India 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**

SBA5107	HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To provide an understanding of the concepts, functions and techniques of managing people.

UNIT 1 INTRODUCTION**9 Hrs.**

HRM: Definition, Objectives, Functions: Managerial and Operative, Scope and Importance; Difference between HRM and Personnel Management, Evolution of HRM, Qualities of HR Manager, Roles of HR Manager.

UNIT 2 PLANNING AND ACQUISITION**9 Hrs.**

Planning and Acquisition: Job Analysis, Job Description and Job Specification – process, techniques of data collection, content and uses. Human Resource Planning (HRP)– Definition, importance, process, types, Techniques of forecasting HR needs, Barriers to effective HRP. Recruitment- Definition, process, sources and methods. Selection- definition, process, instruments. Placement. On-boarding.

UNIT 3 DEVELOPMENT**9 Hrs.**

Development: Concept of Training and Development, need, process, methods for operatives and management Development, Evaluation of effectiveness. Performance Appraisal- concept, need, process, Traditional and Modern techniques, pitfalls, measures to make appraisal effective. Potential Appraisal- Need and importance. Transfer-concept, types, transfer policy issues. Promotion – concept, types, promotion policy issues. Demotion. Succession planning. Career planning.

UNIT 4 COMPENSATION**9 Hrs.**

Compensation: Concept of compensation Management, objectives, process, principles of compensation, factors influencing compensation - Components- Basic pay, DA, HRA, CCA, Fringe Benefits & Perks, Bonus, ESOP, Incentives- types. Payment by time and piece- Productivity linked bonus. Compensation Cafeteria. Job Evaluation – concept, use, methods. Wage survey

UNIT-5 HR RELATED CONCEPTS**9 Hrs.**

Quality of Work Life (QWL)- Concept and effect. Safety and Health Management - Accidents - causes, metrics, measures to avoid accidents. Attrition - metrics, causes, Strategies to reduce attrition. Industrial Relations (IR): Basics, factors contributing to good IR, Trade unions and their role in IR. Suggestion schemes- Grievance handling – Discipline. Separation. HR Information Systems (HRIS).

- Case study is Mandatory

TEXT / REFERENCE BOOKS

- Edwin Flippo, Principles of Personnel Management, 1st Edition, Prentice Hall Inc, 1984
- Gary Dessler, Human Resource Management, 13th edition, Prentice Hall Inc, 2012
- Tripathi. P.C, Personnel Management Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.
- Mamoria & Gankar S.V, Personnel Management & Industrial Relations, 29th Edition, Himalaya Publishing House, 2009.
- William Werther & Keith Davis, Human Resources & Personnel Management, 5th Edition, Tata McGraw Hill, 2003.
- Prasad L.M., Human Resource Management, Sultan Chand & Sons, 2005
- Aswathappa, Human Resource Management, Tata McGraw Hill, 5th Edition, 2008

COURSE OUTCOMES

- CO1 - Identify the role of human resources in an organisation.
 CO2 - Analyse human resource planning strategies.
 CO3 - Develop systems to make people more effective.
 CO4 - Design employee compensation for engagement and productivity.
 CO5 - Implement best HR practices to benefit employees and the organisation.
 CO6 - Create value based human resource management strategies to get work done.

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

SBAA5202	MANAGEMENT OF HUMAN RESOURCES	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To provide an understanding of the concepts, functions and techniques of managing people.
- To understand the HRM practices, in terms of HRP, Training and Development, Compensation, etc
- To understand enterprise issues and the changing role of Human Resource and Industrial Relations.

UNIT 1 INTRODUCTION**9 Hrs.**

HRM: Definition, Objectives, Functions: Managerial and Operative, Scope and Importance; Difference between HRM and Personnel Management, Evolution of HRM, Qualities and roles of HR Manager.

UNIT 2 PLANNING AND ACQUISITION**9 Hrs.**

Planning and Acquisition: Job Analysis, Job Description and Job Specification - process, techniques of data collection, content and uses. Human Resource Planning (HRP) - Definition, importance, process, Techniques of forecasting HR needs, Barriers to effective HRP. Recruitment- Definition, process, sources and methods. Selection - definition, process, instruments. On -boarding. Placement.

UNIT 3 DEVELOPMENT**9 Hrs.**

Development: Concept of Training and Development, need, process, methods for operatives and management Development, Evaluation of effectiveness. Performance Appraisal-concept, need, process, Traditional and Modern techniques, pitfalls, measures to make appraisal effective. Potential Appraisal- Need and importance. Transfer-concept, types, transfer policy issues. Promotion - concept, types, promotion policy issues. Demotion.Successionplanning.Career planning.

UNIT 4 COMPENSATION**9 Hrs.**

Compensation: Concept, objectives, process, principles, factors influencing compensation - Components- Basic pay, DA, HRA, CCA, Fringe Benefits & Perks, Bonus, ESOP, Incentives - types. Payment by time and piece-Productivity linked bonus. Compensation Cafeteria. Job Evaluation - concept, use, methods. Wage survey.

UNIT 5 INTEGRATING HUMAN RESOURCES**9 Hrs.**

Quality of Work Life (QWL)- Concept and effect. Employee Health and safety - Accidents - causes, measures to avoid accidents. Industrial Relations (IR): Basics, factors contributing to good IR, Trade unions and their role in IR. Suggestion schemes -Collective Bargaining, Grievance handling -Workers Participation in Management, HR Information Systems (HRIS).

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 - Understand the process of Acquisition, Recruitment and Selection
- CO3 - Design Training and Development process
- CO4 - Analyze methods of performance appraisal and compensation
- CO5 - Evaluate employer employee relations and regulations related to industrial disputes and settlement
- CO6 - Evaluate Motivated Workforce and reduced Employee Grievances.

TEXT / REFERENCE BOOKS

1. Gary Dessler, Human Resource Management, 13th Edition, Prentice Hall Inc, 2012.
2. Tripathi P.C., Personnel Management Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.
3. Mamoria & Gankar, Personnel Management & Industrial Relations, 29th Edition, Himalaya Publisher, 2009.
4. Aswathappa, Human Resource Management, Tata McGraw Hill, 5th Edition, 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**

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

SBAA7015	BUSINESS TO BUSINESS MARKETING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To help the learner distinguish between consumer marketing and industrial marketing.
- To understand the nuances of industrial marketing.
- To learn to formulate industrial marketing strategies and also design industrial marketing mix elements.

UNIT 1 INTRODUCTION TO 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 Hrs.**

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 INDUSTRIAL MARKETING INTELLIGENCE AND STP**9 Hrs.**

Industrial Marketing Research and Demand Forecasting - Market Segmentation - Basis for segmenting industrial market - Macro & Micro variables - Target marketing - Product Positioning - Strategic planning in Industrial market.

UNIT 4 4P'S OF INDUSTRIAL MARKETING**9 Hrs.**

New Product Development - Innovation and Product Differentiation - Pricing in Business Markets - Factors influencing - Competitive bidding - **Business Marketing Channels - Market Logistics - Business Marketing Communications - Managing Personal Selling Function.**

UNIT 5 IMPLEMENTATION, CONTROL AND E-COMMERCE**9 Hrs.**

Strategic Planning at Corporate and Business level - Implementing and Controlling marketing plan - Ethical Aspects of Business marketing - B2B form of e-commerce and Models - International Business Marketing.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Recall factors affecting marketing strategies in a typical B-2-B scenario.
- CO2 - Recognize the impact of traditional consumer behaviour theories and decision making.
- CO3 - Relate and demonstrate the relationships between applied industrial marketing concepts.
- CO4 - Discover the uses of select industrial marketing concepts in simulated business situations.
- CO5 - Compare and evaluate various decision-making processes.
- CO6 - Develop a fundamental understanding of business marketing.

TEXT / REFERENCE BOOKS

1. Robert R., Edward G. Brierty, Betty H., Industrial Marketing: Analysis, Planning and control, 2nd Edition, Prentice Hall, 1991
2. P.K. Ghosh, Industrial Marketing, Oxford University Press, 2012.
3. Krishna K. Havaladar, Industrial Marketing: Text and Cases, 2nd Edition, Tata McGraw Hill, 2006.
4. Hory Sankar Mukerjee, Industrial Marketing, 1st Edition, Excel Books, 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**

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

SBAA7015	BUSINESS TO BUSINESS MARKETING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To help the learner distinguish between consumer marketing and industrial marketing.
- To understand the nuances of industrial marketing.
- To learn to formulate industrial marketing strategies and also design industrial marketing mix elements.

UNIT 1 INTRODUCTION TO 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 Hrs.**

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 INDUSTRIAL MARKETING INTELLIGENCE AND STP**9 Hrs.**

Industrial Marketing Research and Demand Forecasting - Market Segmentation - Basis for segmenting industrial market - Macro & Micro variables - Target marketing - Product Positioning - Strategic planning in Industrial market.

UNIT 4 4P'S OF INDUSTRIAL MARKETING**9 Hrs.**

New Product Development - Innovation and Product Differentiation - Pricing in Business Markets - Factors influencing - Competitive bidding - Business Marketing Channels - Market Logistics - Business Marketing Communications - Managing Personal Selling Function.

UNIT 5 IMPLEMENTATION, CONTROL AND E-COMMERCE**9 Hrs.**

Strategic Planning at Corporate and Business level - Implementing and Controlling marketing plan - Ethical Aspects of Business marketing - B2B form of e-commerce and Models - International Business Marketing.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Recall factors affecting marketing strategies in a typical B-2-B scenario.
- CO2 - Recognize the impact of traditional consumer behaviour theories and decision making.
- CO3 - Relate and demonstrate the relationships between applied industrial marketing concepts.
- CO4 - Discover the uses of select industrial marketing concepts in simulated business situations.
- CO5 - Compare and evaluate various decision-making processes.
- CO6 - Develop a fundamental understanding of business marketing.

TEXT / REFERENCE BOOKS

1. Robert R., Edward G. Brierty, Betty H., Industrial Marketing: Analysis, Planning and control, 2nd Edition, Prentice Hall, 1991
2. P.K. Ghosh, Industrial Marketing, Oxford University Press, 2012.
3. Krishna K. Havaladar, Industrial Marketing: Text and Cases, 2nd Edition, Tata McGraw Hill, 2006.
4. Hory Sankar Mukerjee, Industrial Marketing, 1st Edition, Excel Books, 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**

SBA5616	INTERNATIONAL HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Human Resources

COURSE OBJECTIVE

- To enable students to understand the nuances of managing international employees.

UNIT 1**9 Hrs.**

Concept of Culture- Culture Shock- Role Cultural Understanding–Cross Cultural Differences and Managerial Implications–Hofstede Study-Cultural environment–Ethics in International Environment.

UNIT 2**9 Hrs.**

Growth, Evolution and Concept of International Human Resource Management–Conceptual Perspectives–Stages of Internationalization Global Business – International HRM: Meaning, Definition, Concept and Characteristics of International HRM- Variables that moderate differences between Domestic & International HRM- Approaches-Path to Global Status.

UNIT 3**9 Hrs.**

International Recruitment, Selection and Compensation: Executive nationality staffing policies- Issues in staff selection-Expatriate Selection-Selection Criteria-Use of selection Tests-Selecting TCNs and HCNs— Objectives of International Compensation-Key Components of a Potential Compensation program-Approaches to International Compensation.

UNIT 4**9 Hrs.**

Performance Management-Criterion used for performance appraisal of International employees-appraisal of HCNs – The International HRM perspectives in Training and Development –expatriate training developing – International staff and Multinational teams—Key Issues in International Labour Relations—Labour Union and International Labour Relations—Response of labour unions to multinationals.

UNIT 5**9 Hrs.**

Issues and Challenges in I.H.R.M:–Managing people in an international context-HR issues in Multinational Corporate Social responsibility-Multinational as a global citizen-International Accord and Corporate Codes of Conduct-Implication for the HR function of the multinational firm.

*Case study is Mandatory

TEXT / REFERENCE BOOKS

- Dennis Briscoe, Randall Schuler, Ibraiz Tarique, International Human Resource Management: Policies and Practices for Multinational Enterprises, 4th Edition, Routledge, 2012.
- Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management: Managing People in a Multinational Context, 5th Edition, Thomson Publisher, 2008
- P. L. Rao, International Human Resource Management: Text and Cases, 1st Edition, Excel Books, 2008
- Nilanjan Sengupta, International Human Resource Management, 1st Edition, Excel Books, 2007
- Luis R Gomez-Mejia, D.B. Balkin and R.L. Cardy: Managing Human Resource, 7th Edition, Prentice Hall PTR, 2011

COURSE OUTCOMES

- CO1 - Appraise the impact of cultural factors to determine human resource practices in MNCs
 CO2 - Apply the knowledge of HR concepts for solving business problems
 CO3 - Integrate Human Resource activities in an International Context
 CO4 - Examine the key issues of International Industrial Relations
 CO5 - Analyze the issue and challenges in managing international human resources
 CO6 - Devise IHRM strategies for managing people in an international context

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

SBAA7020	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To enable students to understand the nuances of managing international employees.
- To look at HRM in a broader, comparative and international perspective
- To deal with complex issues and manifold risks.

UNIT 1 INTRODUCTION TO INTERNATIONAL ENVIRONMENT**9 Hrs.**

Concept of Culture - Culture Shock - Role Cultural Understanding – Cross Cultural Differences and Managerial Implications - Hofstede Study – Cultural environment – Ethics in International Environment - IHRM and International Alliances, IHRM and International Joint Ventures.

UNIT 2 INTRODUCTION TO IHRM**9 Hrs.**

International Human Resource Management - Growth, Evolution, Stages of Internationalization Global Business, Meaning, Definition, Characteristics, Barriers - Role of culture in International HRM-Variables that moderate differences between Domestic & International HRM.

UNIT 3 INTERNATIONAL RECRUITMENT AND COMPENSATION**9 Hrs.**

International Recruitment and Selection, International labour market - Executive nationality staffing policies-Issues in staff selection – Expatriate Selection – Criteria - Selecting TCNs and HCNs – Objectives of International Compensation-Key Components, Approaches.

UNIT 4 PERFORMANCE MANAGEMENT**9 Hrs.**

Performance Management – Criterion used for performance appraisal of International employees – appraisal of HCNs - Emerging Trends in Employee Relations and Employee Involvement - The International HRM perspectives in Training and Development - Development: International staff and Multinational teams- knowledge transfer in multinational companies-Key Issues in International Labour Relations.

UNIT 5 ISSUES AND CHALLENGES**9 Hrs.**

Issues and Challenges in I.H.R.M. – Managing people in an international context – HR issue in Multinational Corporate Social responsibility – Multinational as a global citizen – International Accord and Corporate Codes of Conduct-Implication for the HR function of the multinational firm.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the Human resource practices across the globe.
- CO2 - Understand the need and demand of international manpower market.
- CO3 - Know international standard for performance management.
- CO4 - Identify the various factors in domestic and international human resource management.
- CO5 - Maximize the level of confidence to face the global challenges and changes.
- CO6 - Familiarize with international compensation and its components.

TEXT / REFERENCE BOOKS

1. Dennis Briscoe, Randall Schuler, Ibraiz Tarique, International Human Resource Management: Policies and Practices for Multinational Enterprises, 4th Edition, Routledge, 2012.
2. Peter J. Dowling, Marion Festing, Allen D.Engle, International Human Resource Management: Managing People in a Multinational Context, 5th Edition, Thomson Publisher, 2008.
3. P.L.Rao, International Human Resource Management: Text and Cases, 1st Edition, Excel Books, 2008.
4. Luis R Gomez-Mejia, D.B.Balkin and R.L.Cardy: Managing Human Resource, 7th Edition, Prentice Hall PTR, 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**

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

SBAA5106	LEGAL ASPECTS OF BUSINESS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To assist the students in understanding basic laws affecting the operations of a business enterprise.
- To identify the fundamental legal principles behind contractual agreements
- To acquire knowledge and skills related to business law

UNIT 1 THE COMPANIES ACT 2013**9 Hrs.**

The Companies Act, 2013, Introduction, Characteristics, Lifting of Corporate Veil, Formation procedure, Doctrine of Indoor Management, Doctrine of Constructive Notice, Classification of companies, Managerial personnel, Inclusion of CSR Act, implications, CSR Audit, Oppression and Mismanagement, Meetings, Resolutions, Winding up, Partnership Act, 1932

UNIT 2 THE INDIAN CONTRACT ACT 1872**9 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 AND THE NEGOTIABLE INSTRUMENTS ACT 1881**9 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, Promissory Note, Bill of Exchange, Cheque, Holder in Due course, Dishonour Procedures, Discharge of Negotiable instruments.

UNIT 4 COMPETITION ACT, RTI AND IPR ACT**9 Hrs.**

The Competition Act 2002: Prohibition of Certain Agreements, Abuse of Dominant Position and Regulation of combinations, Competitive Commission of India, Penalties, Finance Accounts and Audit - **Right to Information Act 2005 - Intellectual Property Rights - WIPO, Copyright, Trade Marks, Patents, Designs.**

UNIT 5 OTHER LAWS**9 Hrs.**

Introduction to GST - The Information Technology Act 2000 - Consumer Protection Act 1986 - Law relating to Environment Act 1986, Law of Insurance.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Introduce the statutory provision that affects the business decisions.
- CO2 - Familiarize with the legal frame work related to contract.
- CO3 - Understand the legal implications of the general activities of a modern business organization.
- CO4 - Learn the legal aspects regarding negotiable instruments.
- CO5 - Exposure to important commercial laws.
- CO6 - Apply principles and rules governing legal regulations about the company.

TEXT / REFERENCE BOOKS

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 37th Edition, 2018.
2. K.Ramachandra, B. Chandrashekara, Chandrakant Kanakatte, Legal Aspects of Business, Text and Cases, Himalaya Publishing House, 2nd Edition, 2016.
3. Gogna P.P.S., A Textbook of Company Law: As per the Companies Act 2013, S Chand Publishing, New Delhi, 11th Edition, 2016.
4. Maheshwari S.N. & Maheshwari, S.K., A Manual of Business Laws, Himalaya Publishers, 6th Edition, 2015.

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

SBAA7026	SUPPLY CHAIN MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the importance and role of Supply Chain Management.
- To evaluate and analyse Network Decisions.
- To know the supply chain integration and sustainability.

UNIT 1 INTRODUCTION TO SUPPLY CHAIN MANAGEMENT**9 Hrs.**

Supply Chain Management - Definition, Nature, Objectives, Importance - Historical Perspective - Value Chain Perspectives - Decision Phases in Supply Chain - Process Views of a Supply Chains.

UNIT 2 SUPPLY CHAIN DRIVERS AND NETWORK DESIGN**9 Hrs.**

Drivers of Supply Chain Performance - Impellers of Supply Chain - Financial Measures of Performance - Framework for Structuring drivers - Framework for Network Design Decisions - Factors Influencing Network design Decisions - Models for Facility Location and for decision making. The **making of Network Design Decisions in Practice - The Impact of Uncertainty on Network Design.**

UNIT 3 SUPPLY CHAIN INVENTORIES AND SOURCING DECISIONS**9 Hrs.**

Supply Chain Inventory Management: EOQ Models - Reorder Point Models - Multi Channel Inventory Systems - Supply Chain Facilities Layout - Capacity Planning - Inventory Optimization - The role of Sourcing in Supply Chain - In House or Outsource - Supplier Selection: **Auctions and Negotiations - Contracts, Risk Sharing and Supply Chain Performance - Design Collaboration - The Procurement Process - Designing a Sourcing Portfolio: Tailored Sourcing - Risk Management in Sourcing.**

UNIT 4 SUPPLY CHAIN TRANSPORTATION**9 Hrs.**

Role of Transportation in Supply Chain - Modes of Transportation and Their Performance Characteristics - Transportation Infrastructure and policies - Design Options for a Transportation Network - Trade-offs in Transportation Design - Tailored Transportation- Risk Management in Transportation - IT **Solutions - e-procurement - Bar coding and RFID Technology - Supply Chain IT in Practice.**

UNIT 5 SUPPLY CHAIN INTEGRATION AND SUSTAINABILITY**9 Hrs.**

Supply Chain Integration - Internal and External integrations - Ethical Supply Chains - Emerging Technologies in Supply Chain Integration - The Role of Sustainability in Supply Chain - The Tragedy of the commons - **Key Metrics for Sustainability - Sustainability and Supply Chain Drivers - Closed-loop Supply Chains.**

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the fundamentals of Supply Chain Concepts.
- CO2 - Evaluate the various sourcing decisions.
- CO3 - Apply knowledge to evaluate and manage effective supply chain decisions.
- CO4 - Determine the various transportation models in supply Chain.
- CO5 - Align the management of a supply chain with corporate goals and strategies.
- CO6 - Analyze and improve the supply chain integration for sustainability .

TEXT / REFERENCE BOOKS

1. Sunil Chopra, Peter Meindl, D.V. Kalra, Supply Chain Management, Pearson Publication, 6th Edition, 2016.
2. Janat Shah, Supply Chain Management, Pearson Publication, 2016.
3. Bowersox, Supply Chain Logistics Management, Tata McGraw Hill Publication, 2011.
4. Chandrasekaran. N, Supply Chain Management, Oxford University Press, 2010.

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**

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

1. Dr.Varshney.R.L. & Dr.Maheswari.K.L., Managerial Economics, 19th Edition, Sultan Chand & Sons, 2009.
2. Sankaran S, Managerial Economics, 4th Edition, Margham Publication, 2009.
3. Gupta.G, Managerial Economics, 1st Edition, Tata Mcgraw Hill, 2004.
4. Dr.Mehta.P.L., Managerial Economics, 14th Edition, Sultan Chand & Sons, 2009.
5. 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

SBAA5104	MANAGERIAL ECONOMICS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand macroeconomic concept and latest trends in its application
- To implement economic policies for sustainable development
- To illustrate the application of economic theories in market analysis and business forecasting.

UNIT 1 INTRODUCTION**9 Hrs.**

Definition of Managerial Economics - Nature and scope - Decision Making - Fundamental Concepts Affecting Business Decisions - Incremental Concept -Marginalism -Equimarginal Concept - the Time Perspective - Discounting Principle - Opportunity Cost Principle - Utility Analysis.

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

Demand - Meaning - Law of demand - Factors of demand - Elasticity of Demand - Types - Demand Forecasting - Methods of demand forecasting - Supply - Meaning - Factors of Supply - Elasticity of Supply -Circular Flow of Income - Production Possibility Curve.

UNIT 3 PRODUCTION AND COST ANALYSIS**9 Hrs.**

Production - Meaning -The Production Function - Theories of Production - Law of Variable Proportions -Law of returns to scale- Production Isoquants - Iso cost Lines Estimating Production Functions - Cost Concepts - Meaning - Types - Cost in Short run and Long run cost curves=estimation of cost function-relationship between cost and production.

UNIT 4 MARKET STRUCTURE**9 Hrs.**

Market Structure - Perfect and Imperfect Competition - Price determination under perfect competition- Monopoly - Oligopoly - Duopoly - Monopolistic Competition - Price output determination under perfect competition- Monopoly- Monopolistic competition - oligopoly - Duopoly and price discrimination - Pricing - Meaning- Types.

UNIT 5 MACRO ECONOMICS**9 Hrs.**

National Income - concept -Methods of measurement - Consumption - Saving and Investment Function - Balance of Payment - Fiscal and Monetary Policy - Inflation - Deflation - Multiplier and Accelerator - Business cycles - Phases of trade cycle.Profit concept and theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory. Employment Determination Classical theory, Keynesian theory, Neo-classical theory.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Recognize the fundamental concept of Economic thoughts.
- CO2 - Analyze consumer behavior in business environment.
- CO3 - Examine the various concepts of production.
- CO4 - Discuss of theory of distribution.
- CO5 - Explain the Macro Economic concepts.
- CO6 - Propose optimal decisions by integrating the concepts of micro & macro economics.

TEXT / REFERENCE BOOKS

1. Dwivedi D.N., Managerial Economics, Vikas Publications, 8th Edition, 2018.
2. Ahuja H.L, Advanced Economic Theory, S.Chand, 2018.
3. Maheswari K.L., Managerial Economics, Sultan Chand & Sons, 2019.
4. MehtaP.L, Managerial Economics, Analysis, Problems, Cases, 2019.

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**

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 - AnalyIdentify 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 effectitvely 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

SBAA5201	MARKETING FOR MANAGERS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand and appreciate the concept of marketing in theory and practice
- To help the students appreciate the relationship between Corporate Strategy and Brand Management
- To understand and appreciate the concept of marketing strategy formulation and implementation

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to Marketing - Nature and Scope of Marketing, Philosophies of Marketing Management - Marketing Concepts - Customer Value - Holistic Marketing - Marketing Environment - Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing -Elements of Marketing Mix - **Services Marketing.**

UNIT 2 IDENTIFYING AND SELECTING MARKETS**9 Hrs.**

Market Segmentation, Targeting and Positioning - Marketing Research and Market Information - Consumer Buying Behavior, Understanding B2B Customers - **Strategic Marketing Planning Process -Competitor analysis, Marketing Warfare Strategies, Porter's Strategies Framework.**

UNIT 3 PRODUCT AND PRICE MANAGEMENT**9 Hrs.**

Introduction to Product - Product Policy, Product line Decisions, Product Life Cycle and Marketing Strategies, Organizing for New Products - Introduction to Brand Management and Crafting of Brand Elements - **Introduction to Pricing and Revenue Optimization (PRO),Special Pricing Techniques, Value Based Pricing, Yield Management,B2B Pricing.**

UNIT 4 MARKETING CHANNELS**9 Hrs.**

Marketing Channels, Designing Distribution Channels, Managing Conflicts and Controls in Channels - Retailing - types of retailers, retail formats, store layout and design - Wholesaling and Logistics, E-Marketing Channels.

UNIT 5 MARKETING COMMUNICATION**9 Hrs.**

Role of Promotion in Marketing, Integrated Marketing Communication - Promotional Mix, Advertising Objectives - DAGMAR, Media Planning - Internet Marketing - Sales Promotion - Types, **Economic theories of promotion; Public Relations - Personal Selling ,Managing Sales Force.**

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Gain solid understanding of key marketing concepts and skills
- CO2 - Perform situation analysis to assess market opportunities
- CO3 - Gather, analyze and draw conclusions from market and environmental data
- CO4 - Develop marketing strategies to achieve company's objectives
- CO5 - Use the 4 P's frame to help define the marketing elements needed for a successful product offering.
- CO6 - Build an effective marketing plan to promote a company's product and/or service.

TEXT / REFERENCE BOOKS

1. Etzel M.J., Bruce J.W., Stanton W. J., & Pandit A., Marketing, Tata McGraw Hill, 14th Edition, 2010.
2. Kotler P., Keller K., Koshy L., & Jha M., Marketing management: A South Asian perspective, Pearson, 13th Edn., 2009.
3. Perrault W.D., Cannon J.P. & McCarthy E.J., Basic Marketing, Tata McGraw Hill, 2010
4. Saxena R., Marketing management, Tata McGraw Hill, 4th Edition, 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**

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**

SBAA5101	MANAGEMENT CONCEPTS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the functions of management.
- To analyze the significance of management concepts.
- To apply management principles in decision making.

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

Management- Nature -Importance - Functions - Management Vs Administration- Management Skills-Levels of Management, Characteristics of Quality Managers-Evolution of Management-Early contributions- Taylor and Scientific Management- Fayol's Administrative Management - Hawthorne Experiments and Human Relations, Social System Approach- Decision Theory Approach- Social Responsibility of Managers- Managerial Ethics.

UNIT 2 PLANNING AND ORGANIZING**9 Hrs.**

Planning-Nature- Scope - Objectives and Significance of Planning- Types-Process of Planning- Barriers to Effective Planning, Planning Premises - MBO-Decision Making - Modern approaches to decision making under uncertainty - Organizing - Concept- Organisation Theories- Forms of Organisational Structure- Departmentation- Span of Control- Delegation of Authority - Authority and Responsibility - Organisational Structure and Design-Vertical and Horizontal Dimensions.

UNIT 3 STAFFING AND DIRECTING**9 Hrs.**

Staffing: -Concept- System Approach-Manpower Planning-Job Analysis - Recruitment and Selection - Training and Development- Performance Appraisal -Directing- Concept- Direction and Supervision.

UNIT 4 LEADING AND COMMUNICATION**9 Hrs.**

Motivation-Concept- Motivation and Performance, Special Motivational techniques-Money- participation- reward systems, Quality of Work Life- Job Enrichment and Morale Building-Leadership- Concept and Functions-Process and models of Leadership Development-Contemporary views on Leadership-Transformational -Transactional - Charismatic -Visionary leadership - Communication - Process - Flow - Barriers - Effective communication.

UNIT 5 COORDINATION AND CONTROLLING**9 Hrs.**

Coordination- Concept - Need and techniques - importance -Controlling- Objectives - Process of control - Devices of control -- controlling techniques - Budgeting - non budgetary control - Management by Exception.

Max. 45 Hrs.**COURSE OUTCOMES**

- CO1 - Identify the primary functions of management.
- CO2 - Understand the planning process.
- CO3 - Discuss principles and techniques for staffing and directing
- CO4 - Describe communication
- CO5 - Evaluate leadership styles.
- CO6 - Formulate the best control methods.

TEXT / REFERENCE BOOKS

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th Edition, 2012.
2. Samuel Certo and Tervis Certo, modern management: concepts and skills, Pearson, 12th Edition, 2012.
3. Harold Koontz & Heinz Weihrich, Essentials of management: An International & Leadership perspective, 9th Edition, McGraw, 2012.
4. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill, 1st Edition, 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**

SBA5601	MICRO FINANCE	L	T	P	Credits	Total Marks
		3	.	.	3	100

COURSE OBJECTIVE

- To enable students to understand the role of Microfinance and the modality of delivering and evaluating its impact.

UNIT 1 EVOLUTION**9 Hrs.**

Definition- Need, Characteristics, Nature .Evolution at International, South Asia, Grameen Bank in Bangladesh, in Indian context, in Tamil Nadu. IFAD (International Finance for Agriculture Development), Mahalir Thittam ,NRLM(National Rural Livelihood Mission).Microfinance products –Credit, Savings and Insurance.. Microfinance and poor and - Scope, Achievements and Challenges. Financial inclusion

UNIT 2 LENDING MODELS 9 Hrs. Micro Credit Lending Models-Association Model, Community Model, cooperative Model, credit union Model, Grameen Joint liability group Model, Self Help Group Model. Role of Reserve Bank of India in microfinance, Microfinance and Non-Governmental Organization, Microfinance institutions –Malegam Committee Report Draft Microfinance Bill

UNIT3 MARKET EVALUATION**9 Hrs.**

Financial and market Evaluation –Analyzing financial statements –ratios, liquidity and Capital adequacy, Revenue Models - Methodologies in MF product design and pricing. Operational and Institution Evaluation – Business planning- Assessment of Socio–economic Impact of Microfinance. CVP Analysis, Operating expenses – Transparency and Ethics of MFI.

UNIT 4 DEMAND AND SUPPLY**9 Hrs.**

Demand and supply of Microfinance, Banking-Basic principles ,Types ,Functions ,Regulations imposed by RBI ,Non Banking financial companies. Microfinance in India: present and Future role of Financial Institutions - Commercial Banks, NABARD,SIDBI,TNCDW. Marketing concepts of Microfinance products.

UNIT 5 MICRO ENTREPRENEURS**9 Hrs.**

Microfinance and skill development livelihood - Micro entrepreneurs and social entrepreneurs. Agriculture Microfinance. Microfinance by private sector Banks -.Business facilitator and correspondents Models by Banks. Concept of SHG 2.

- Case study is mandatory.

TEXT / REFERENCE BOOKS

- Indian Institute of Banking and Finance, Micro finance: Perspectives and operations, Macmillan India Limited, 2011.
- Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010.
- Debadutta K Panda “Understanding Microfinance “-Willey India 2009.

COURSE OUTCOMES

- CO1 - Understand the trends, prospects and challenges of Microfinance sector
- CO2 - Examine the credit lending models of Micro finance institutions
- CO3 - Evaluate the operational, financial and institutional structure of sustainable microfinance institutions
- CO4 - Identify potential areas to develop the business by sourcing prospective customers
- CO5 - Develop innovative micro finance products and credit delivery models to satisfy market demand
- CO6 - Devise strategies for enhancing the sustainability and outreach of microfinance institutions

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

SBAA7005	RURAL AND MICRO FINANCE	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To develop the basic awareness of Microfinance sector and its trends, prospects and Challenges.
- To familiarize with financial and operational aspects of Micro finance institutions.
- To provide exposure of the SHGs and Governmental support.

UNIT 1 INTRODUCTION TO MICRO FINANCE**9 Hrs.**

Micro finance - concept, Evolution, Need, significance, Scope, Achievements and Challenges, Problems & Prospect. Micro finance institutions - Structure, Functions, Impact, Merits & Demerits -Micro finance Delivery Models.

UNIT 2 MICRO FINANCE AND ECONOMIC DEVELOPMENT**9 Hrs.**

Micro finance to economic development, education, employment generation, infrastructural development- micro finance & weaker section- micro finance & poverty alleviation. Non-Governmental Organization- SHG's - Origin, Objectives, functions, lending practices, Role of SHG's, SHG's & women empowerment.

UNIT 3 FINANCIAL AND OPERATIONAL EVALUATION**9 Hrs.**

Financial and market Evaluation - Analyzing financial statements of MFIs - Ratios, CVP Analysis - Revenue Models - Business planning for MFI - Marketing in MFI - Assessment of Socio-economic Impact of Microfinance. Transparency and Ethics in MFI.

UNIT 4 MICRO FINANCE FOR RURAL ENTREPRENEURS AND FARMERS**9 Hrs.**

Micro finance for farmers and rural entrepreneurs - Classification of rural credit - Sources of rural finance -Role of NABARD, Commercial bank and Regional Rural Banks (RRB) in rural and agri financing - Micro finance products available to rural entrepreneurs-Problems and Prospects- Demand and Supply of Agriculture Finance- Rural Credit to Non-Farm Sectors, Challenges faced while providing rural and Agriculture Finance.

UNIT 5 TRENDS AND PROSPECTS OF MICROFINANCE**9 Hrs.**

Micro Finance and Social Security - Micro-Finance and Livelihood: Skill development and Entrepreneurship - Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.). Success Stories - Recent development in the rural finance, Business facilitator and correspondents Models by Banks - micro finance practices in developed and developing countries- Creative Micro finance Models -Innovative micro finance products. Case studies.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Familiarize with the concept, trends and developments of micro finance.
- CO2 - Describe how microfinance institutions work, including the operational aspects of an SHG / MFI.
- CO3 - Discuss the initiatives of the government for development of rural and micro finance in India.
- CO4 - Analyze the key issues linked to micro finance and rural banking.
- CO5 - Evaluate the impact of microfinance on the socio economic development & wellbeing of its clients.
- CO6 - Compare the successful practices of MFIs in various developing countries.

TEXT / REFERENCE BOOKS

1. Indian Institute of Banking & Finance, Micro finance: Perspectives and operations, Macmillan, 2nd Edition, 2018.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India, 2010.
3. Bisoyi T., Rural Credit, Regional Rural Banks and Micro-Finance, Abhijeet Publications, 2010.
4. Rana O.C. and Hem Raj, Microfinance, Himalaya publishing House, 2016.

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**

SCA5209	MANAGEMENT INFORMATION SYSTEM	L	T	P	Credits	Total Marks
		3	0	.	3	100

COURSE OBJECTIVES

- The purpose of this course is help the students to understand management functions, to familiarize themselves with the practice of management,
- To develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

UNIT 1 INTRODUCTION**9 Hrs.**

Definition – Computer based user machine system – Integrated system – Need for a database – Utilization of models – Evolution – Subsystems – Organizational subsystems – Activities subsystems

UNIT 2 MODELS**9 Hrs.**

Basic model – Hierarchical – Specialization – Formalization – Centralization – Modifications of basic organizational structure – Project organization – Lateral relations – Matrix organization – Organizational culture and power organizational change

UNIT 3 OPERATING ELEMENTS**9 Hrs.**

Operating elements – Physical components – Processing functions – Outputs – MIS support for decision making– Structured programmable decisions – Unstructured non-programmable decisions – MIS structure based on management activity and organizational functions – Synthesis of MIS structure

UNIT 4 DATA REPRESENTATION**9 Hrs.**

Data representation – Communication network – Distributed systems – Logical data concepts – Physical storage devices – File organizations – Data base organization – Transaction processing-Database/managerial Database-Comparison of DBMS-design principles of Database-Administration-Advantages and Disadvantages of Database

UNIT 5 SYSTEM ANALYSIS AND DESIGN**9 Hrs.**

System Analysis and Design (SAD): The work of a system analyst-system design-Data collection and preparation-Detail system design-Implementation-Evaluation and Maintenance of MIS-Pit falls in MIS Development-Developing strategy – Lifecycle definition stage –Lifecycle development stage –Project management

TEXT / REFERENCE BOOKS

1. E.Wainright Martin, Carol. V. Brown, Danial W. DeHayes, Jeffrey A. Hoffer, William C. Perkins, Managing Information Technology, 3rd Edition, Prentice Hall International, 1999.
2. Harold Koontz, Heinz Weihrich - Essentials of Management, 5th Edition Tata McGraw Hill 1998.
3. Gordon. B. Davis, Margrethe H. Olson - Management Information Systems: Conceptual Foundations, Structure andDevelopment –2nd Edition, Tata-McGraw Hill International Book Company, 2000

COURSE OUTCOMES

- CO1 - Evaluate the role of information systems in business environment
 CO2 - Analyse the structure and classification of information system
 CO3 - Implement Management information system in the organisation
 CO4 - Apply MIS for competitive strategic advantage
 CO5 - Examine Decision support and knowledge mangement system for decision making
 CO6 - Intergrate the concepts of information technology to solve 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

SBAA7034	INFORMATION SYSTEM MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To know the fundamentals of Information System.
- To study about Management Information System.
- To understand the concepts of Knowledge Management System, Strategic Information System.

UNIT 1 INTRODUCTION**9 Hrs.**

System - Characteristics of a system, Components of system - Information System-Definition - Trends in Information Systems - Fundamental role of Information System in business -Information System Resources - Information System Activities

UNIT 2 STRUCTURE AND CLASSIFICATION**9 Hrs.**

Structure of IS - Classification of Information System - Operations Support System-TPS, Process Control System, Office Automation Systems - Management Support System - MIS, DSS, ESS, KMS Classification based on Activities-Components on Information Systems.

UNIT 3 MANAGEMENT INFORMATION SYSTEM (MIS)**9 Hrs.**

Introduction to MIS - Definition, Scope, Objectives, Characteristics, Role of MIS - Impact of MIS - Design of MIS - Implementation of MIS - Application of MIS - Benefits of MIS - Limitations of MIS -Types of MIS.

UNIT 4 STRATEGIC INFORMATION SYSTEM**9 Hrs.**

Competitive Strategy Concepts -Value chain and strategic IS -Using Information Technology for Strategic Advantage - Strategic uses of IT, Role of IT - Reengineering Business Processes - Security and Ethics in MIS.

UNIT 5 KNOWLEDGE MANAGEMENT SYSTEM**9 Hrs.**

Decision Support System - Types - Knowledge Management System - Types of Knowledge Management System - Artificial Intelligence Management System.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of Information system.
- CO2 - Identify the structure and classification of Information System.
- CO3 - Generalize MIS concepts.
- CO4 - Evaluate Strategic Information System, security and ethics in MIS.
- CO5 - Analyze the concepts of DSS and KMS.
- CO6 - Compile the concepts of Information system.

TEXT / REFERENCE BOOKS

1. Bagad V.S., Management Information Systems, 3rd Revised Edition, Technical Publications, Pune, 2008.
2. Ramesh Behl, James A. O'Brien, George M. Marakas, Management Information Systems, 11th Edition, McGraw Hill Education Private Limited, 2019.
3. Hitesh Gupta, Management Information System, 1st Edition, International Book House Pvt. Ltd., 2011.
4. Goyal D.P., Management Information Systems: Managerial Perspectives, 2nd Edition Reprinted, Macmillan Publishers India Limited, 2009.
5. Kenneth C. Laudon, Jane Price Laudon, Management Information Systems: Managing the Digital Firm, 14th Edition, Pearson Publication, 2015.

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**

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.

S41APROJ1	MINI PROJECT	L	T	P	Credits	Total Marks
		0	0	0	5	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 reviews 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 mini 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 one month.~~

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.

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,2010.
- 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

SBAA7014	RELATIONSHIP MARKETING	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the fundamentals of Relationship Marketing Strategy.
- To understand the metrics used in CRM, especially customer value.
- To develop an understanding of CRM implementation issues.

UNIT 1 INTRODUCTION**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 CUSTOMER RETENTION**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 SALES FORCE AUTOMATION**9 Hrs.**

Sales Force Automation - Sales and territory management - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet .Activity management - Contact management - **Lead and Knowledge Management** - Field Force Automation.

UNIT 4 CUSTOMER RELATIONSHIP MANAGEMENT**9 Hrs.**

Analytical CRM-Features and Benefits - Managing Customer Data - Database Marketing - Sources of Data - Data centre - Technological Components - Telemarketing - Data Mining - Functions, process.

UNIT 5 CRM IMPLEMENTATION**9 Hrs.**

CRM Implementation - Defining success Factors - Choosing CRM tools - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement- Conflicts - Complaints Management.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Analyze the nature of customer relationship.
- CO2 - Analyze customer retention strategies and customer loyalty.
- CO3 - Create awareness about CRM in e-business.
- CO4 - Understand the role and changing face of CRM as an IT enabled function.
- CO5 - Understand the CRM implementation.
- CO6 - Evaluate the role, value and application of information and communication technologies (ICT) in CRM.

TEXT / REFERENCE BOOKS

1. Peeru Mohammed & Sagadevan A., Customer Relationship Management, 1st Edition, Vikas Publications, 2016.
2. Shainesh& Seth, Customer Relationship Management a Strategic Prospective, 1st Edition, McMillan, 2015.
3. Chaturvedi&Chaturvedi, Customer Relationship Management, 1st Edition, Excel Books, 2017.
4. Govinda Bhat, Customer Relationship Management, 1st Edition, Himalaya Publishing House, 2015.

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

SBAA5206	RESEARCH METHODS IN MANAGEMENT	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 TO RESEARCH**9 Hrs.**

Business Research - Meaning, Purpose, Types, Significance, Ethics Steps in Research -Review of Literature -Research gap-Formulation of Research Problem - Research Questions - Research Design - Formulation of Testable Hypothesis.

UNIT 2 MEASUREMENT IN RESEARCH**9 Hrs.**

Measurement Scales - Scale Construction Techniques - Semantic Differential Scale construction - Construction of Likert's Summated Scale - Tests of Sound Measurement - Validity and Reliability Measures - **Sources of Errors in Measurement and Measures of Control over Errors.**

UNIT 3 SAMPLING**9 Hrs.**

Sampling Theory - Types- Steps in Sampling - Determinants of Sample Size - Estimation of Sample Size - Sampling and Non-sampling Errors - Measures and Control - Collection and Analysis of Data - Questionnaire Construction and administration - Suitability of each Mode - Pretest - Pilot study -Secondary Data: Nature, Sources, Desirability and Precautions - Web

UNIT 4 DATA ANALYSIS**9 Hrs.**

Checking - Corroboration - Editing - Coding - Transcription - Tabulation and Types thereof - Pictorial Data Presentation- Analysis of Data: Purpose and Methods - Quantitative and Qualitative Research Approaches -Univariate, Bivariate and Multivariate data analysis - Interdependence and dependence analyses and their basic assumptions; **Time series analysis - statistical software for data analysis.**

UNIT 5 COMMUNICATING RESEARCH RESULTS**9 Hrs.**

Structuring the Research Report: Chapter Format - Pagination - **Using Quotations - Presenting Foot-notes/End-notes** - Abbreviations - Presentation of Tables and Figures - Referencing of Different Types of Sources - Documentation - Use and Format of Appendices - Indexing - Process of Report Writing: - First Draft Preparation.

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 C.R. & Gaurav Garg, Research Methodology: Methods & Techniques, New Age Publisher, 2019.
2. Sameer Phanse, Research Methodology: Logic, Methods and Cases, Oxford Higher Education, 2016.
3. Ranjit Kumar, Research Methodology, Sage Texts, 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**

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

SBAA7007	RISK MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To orient students on the acquaintance of risk and its types.
- To provide knowledge on risk measurement and evaluation techniques.
- To support students to understand the nuances of derivatives and risk management techniques.

UNIT 1 INTRODUCTION**9 Hrs.**

Risk: Meaning - 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 Human forces, Economic forces and Government policies, Political, Development of Science and Technology - Nature and scope of Risk Management - Definition, Features, Importance, Objectives, Pros and cons, Process and Principles.

UNIT 2 RISK TYPES**9 Hrs.**

Classification of Risk. Operational Risk Management - Definition, causes, Principles. Credit Risk Management: Definition, Causes, Objectives and Dimensions, **Principles, Requisites of Efficient Risk Management on Capital, Agency Ratings, Modeling Credit Risk, Elements of Credit Risk, Default Risk.**

UNIT 3 REGULATORY FRAMEWORK**9 Hrs.**

Regulatory, Compliance & Contemporary Issues: Basel I - Evolution, Important features, Criticism. Basel II - Evolution, Three Pillars. 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 RISK ANALYSIS**9 Hrs.**

Risk Analysis in Capital Budgeting - Measuring and Managing Capital Budgeting Risks - Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Co-efficient of Variation, Risk Adjusted Discount Rate Method, Certainty Equivalent Co-efficient Method, Decision Tree Analysis and Probability Distribution Method. Supply **Chain Risk Management - Risk Assessment and Supply Chain Risk management strategies.**

UNIT 5 INVESTMENT RISK**9 Hrs.**

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

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Develops the basic knowledge on risk.
- CO2 - Summarize the various types of risk.
- CO3 - Illustrate on the regulatory framework through Basel I and II.
- CO4 - Predict the risks involved in capital budgeting decisions and Supply Chain Management.
- CO5 - Comprehend the nuances involved in derivatives and hedging mechanisms in derivatives.
- CO6 - Develops students to understand on risk and risk management techniques.

TEXT / REFERENCE BOOKS

- George E. Rejda , Principles of Risk Management and Insurance, 8th Edition, Prentice Hall, 2010.
- Periasamy & M.Veeraselvam , Risk and Insurance Management, 1st Edition, Tata McGraw Hill, 2013.
- Dhanesh Kumar Khatri, Derivatives and Risk Management, 1st edition, Macmillan India, 2012.
- Indian Institute of Banking and Finance (IIBF), Risk Management, Macmillan education, 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**

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

SBAA7016	RURAL MARKETING	L	T	P	Credit	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.
- To help understand the working of rural marketing institutions.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction to Indian Rural Marketing: Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural Economy - Rural - Characteristics and Dimensions of Rural Markets-Importance of Rural Marketing- Urban disparities-policy interventions required - **Rural face to Reforms - The development exercises in the last few decades.**

UNIT 2 RURAL ENVIRONMENT AND RURAL RETAILING**9 Hrs.**

Rural Environment - Rural Market Strategies with special reference to Segmentation, Targeting and Positioning -Innovation for Rural Market - Products and Services in the Rural Markets -**Competitive product strategies for rural markets- Channels of Distribution and Trade Management, Rural Retailing.**

UNIT 3 RURAL COMMUNICATION AND PRICING**9 Hrs.**

Rural Communication and communication strategies for rural market-Advertising and Sales Promotion Strategies - New Product launch Techniques for Rural Markets -Pricing in Rural Markets-pricing policies - innovative pricing methods for rural markets.

UNIT 4 RURAL MARKET RESEARCH AND RURAL SALES MANAGEMENT**9 Hrs.**

Rural Market Research - Market Information System - Sales Management Practices - Training, Motivation -Sales Quota Strategies. Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets - Electronic choupal applications- Advancement Technology in Rural Marketing

UNIT 5 EMERGING TRENDS IN RURAL MARKETING**9 Hrs.**

Social Marketing: Corporate Social Responsibility in Rural Markets- The Future of Rural Marketing in India. - Rural Marketing of financial Services - Rural Marketing of Consumer Durables - Rural Marketing of FMCG Products - Role of Govt. In Rural & Agricultural Marketing.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- 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 the appropriate concepts and techniques in the area of rural marketing.
- CO5 - Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
- CO6 - Understand the concept and methodology for conducting the research in rural market.

TEXT / REFERENCE BOOKS

1. Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw Hill Publishing Company, New Delhi, 2008.
2. Singh A.K. & Pandey S., Rural Marketing: Indian Perspective, New Age International Publishers, 2007.
3. Krishnamacharylu C.S.G. & Laitha Ramakrishna, Rural Marketing, Pearson Education Asia, 2009.
4. Philip Kotler, Marketing Management, Prentice Hall India Ltd., New Delhi.

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

SBAA7002	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the basic portfolio theories and their implications for portfolio construction and management.
- To enable develop skills in analyzing various types of securities.
- To equip students to gain hands-on experience in managing portfolios through case study.

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; SEBI- Rights, Powers - Functions; Demat, Trading Account - Depository Participant - Listing of Securities - 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 - Valuation of Securities, Zero Growth Model, Constant Growth Model, Two & Three Growth Model.

UNIT 3 SECURITY ANALYSIS**9 Hrs.**

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

UNIT 4 PORTFOLIO MANAGEMENT**9 Hrs.**

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

UNIT 5 FINANCIAL DERIVATIVES**9 Hrs.**

Financial Derivatives: Types - Options, Futures transaction, Forward transaction - Features, Difference and similarity between Futures, Option and Forwards. Swap - Foreign Exchange swap, Interest Rate Swap, Cross Currency Swap. Index based Derivatives - Index Futures, Index Option.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Develop the basic knowledge on investment and various avenues.
- CO2 - Screen out the various financial markets.
- CO3 - Deciding on to buy or sell securities based on fundamental and technical analysis.
- CO4 - Construct optimal portfolio and empirical applications of asset pricing models.
- CO5 - Builds idea on various products of financial derivatives.
- CO6 - Develops investment skills to become a good Investment analyst and Financial Advisor.

TEXT / REFERENCE BOOKS

1. Kevin S., Securities Analysis and Portfolio Management, PHI Learning, 2012.
2. Prasanna Chandra, Investment & Portfolio Management, 2nd Edition, Tata McGraw Hill, 2008.
3. Punithavathypandian, Security Analysis & Portfolio Management, 2nd Edition, Vikas Publishing, 2005.
4. Bhalla V.K., Investment Management, 19th Edition, S. Chand & Company Pvt. Ltd., 2013.
5. Preeti Singh, Investment Management, 1st Edition, Himalaya Publishing House Pvt. Ltd., 2016.

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

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

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

- Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education –Second Edition.
- Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
- Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
- 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

SBAA7028	SERVICES AND OPERATIONS MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand importance and role of services in all the industries.
- To evaluate and analyse service quality, services capes.
- To develop the ability to design and deliver operations to achieve competitive advantages in services.

UNIT 1 INTRODUCTION**9 Hrs.**

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

UNIT 2 SERVICE DESIGN**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.

UNIT 3 SERVICE QUALITY**9 Hrs.**

Service Quality- Dimensions, 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 SERVICES CAPES**9 Hrs.**

Services capes - behaviour - environmental dimensions - framework; Facility design - nature, objectives, process analysis - process flow diagram, simulation; Service facility layout; Service Facility Location - considerations, facility location techniques - metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem.

UNIT 5 MANAGING CAPACITY AND DEMAND**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.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Analysis the importance services in the competitive environment
- CO2 - Design blue printing for all type of industries
- CO3 - Analysis service quality and their dimensions
- CO4 - Establish facility design and layout for all the industries
- CO5 - Discuss the operation planning and control
- CO6 - Describe queuing system and its applications

TEXT / REFERENCE BOOKS

- James A. Fitzsimmons, Service Management - Operations, Strategy, Information Technology, Tata McGraw Hill, 7th Edition, 2013
- Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management Cengage Learning, 2nd Edition, 2015
- Robert Johnston, Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
- Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage 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**

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.
 1. Introduction to SPSS - Creation and alteration of a file
 2. Result Analysis
 3. Investment analysis
 4. Frequency analysis - Preparation of charts and diagrams
 5. Cross tabulation
 6. Regression
 7. Correlation
 8. Rank Correlation
 9. ANOVA
 10. Chi-square test

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

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

SBAA7019	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the concepts of human resource management.
- To familiarize strategic HR issues in organizations.
- To enable participants to create sustainable sources of competitive advantage.

UNIT 1 INTRODUCTION**9 Hrs.**

Strategy: Nature, Formulation and Implementation; Evolution of SHRM -Strategic HRM - Definition, Nature, Components, Objectives, Importance; HR as Assets - VRIO Framework - Evolution of SHRM- Traditional HRM Vs SHRM - SHRM Vs. HR Strategies - Hard Vs. Soft HRM - Link Between HR Strategy and Business Strategy- Strategic Fit - Resource Based view - Best practice Vs. Best fit approach- **Theoretical perspective of SHRM -Approaches - Barriers of SHRM.**

UNIT 2 MODELS OF SHRM**9 Hrs.**

Foundations of SHRM - Theories of SHRM - Multilevels model of SHRM - Designing Human Resource Systems for Sustained Competitive Advantage- SHRM Implications - SHRM and the Global Scenario - Development of SHRM in different countries - Dimensions of SHRM - SIHRM: Definition- ISHRM Strategic Issues - Approaches, International Staffing and Training of Expatriates, Cross Cultural Management.

UNIT 3 HR STRATEGY: DEVELOPMENT AND DELIVERY**9 Hrs.**

HR Strategies: Meaning, Purpose, Nature, Types; The Role of HR in business Model innovation :Strategy- High performance, Human Capital Management, Corporate Social Responsibility, Organizational Development, Knowledge, Resourcing, Talent Management, Learning and Development, Reward Strategy, Employee Relations ;Strategy formulation propositions - Implementing HR strategies - Making the Impact: The Role of HR.

UNIT 4 STRATEGIC HRM COMPONENTS**9 Hrs.**

Strategic HR Issues: Managing High Growth, Mature and Declining Industries -Organizational HR strategies - Functional HR strategies- HR management : Measures and Evidences- Balanced Scorecard and HR Scorecard - HR audit - HR analytics - Engagement surveys; HR Management and Technology: HRIS - Usages and Implications of social media Technologies.

UNIT 5 TRENDS AND ISSUES IN SHRM**9 Hrs.**

Trends and Issues in SHRM- Alignment of HR strategies and the impact on business performance- HR metrics; Human resource strategy in international context- Future of SHRM.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Describe the nature of strategic HRM.
- CO2 - Describe the HR Strategies.
- CO3 - Explain the SHRM models.
- CO4 - Provide suitable solutions for issues in strategy implementation.
- CO5 - Build HR strategies related to business strategies.
- CO6 - Analyse contemporary HR practices.

TEXT / REFERENCE BOOKS

1. Catherine Truss, David Mankin & Clare Kellihe, SHRM, Oxford University Press, 2014.
2. Mathur, S.P., Strategic Human Resource Management, New age International Publishers, 2015.
3. Anuradha Sharma & Aradhana Khandekar, SHRM - An Indian Perspective, Sage Publications, 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**

SCA5628	SYSTEM ANALYSIS AND DESIGN	L	T	P	Credits	Total Marks	Stream
		3	-	-	3	100	Systems

COURSE OBJECTIVE

- The objectives are to determine specific needs of a system and ultimately facilitate a comprehensive design around these needs.
- Describe different life cycle models and explain the contribution of the system analysis and design within them
- Discuss various approaches to systems analysis and design and explain their strengths and weaknesses
- Evaluate the tools and techniques of systems analysis and design that may be used in a given context

UNIT 1 SYSTEM CONCEPT**9 Hrs.**

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT 2 SYSTEMS PLANNING**9 Hrs.**

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

UNIT 3 STRUCTURED ANALYSIS**9 Hrs.**

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

UNIT 4 BASICS OF INFORMATION SECURITY**9 Hrs.**

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan.

UNIT 5 INFORMATION SECURITY POLICY**9 Hrs.**

Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

TEXT / REFERENCE BOOKS

1. Kenneth E Kendall and Julie E Kendall ,Systems Analysis and Design,7th Edition, PHI Publication.
2. Grienstein and Feinman,E-commerce -Security, Risk Management and Control, 2nd Edition,TMH.
3. Ankit Fadia,Encryption-Protecting your Data, 1st Edition,Vikas Publication.
4. Singh B , Network Security, , 1st Edition, PHI Publication.
5. Elias M Awad,Systems Analysis and Design,2nd Edition, Galgotia Publication.

COURSE OUTCOMES**CO1 - Understand the Concept of OOAD****CO2 - Identify appropriate design patterns****CO3 - Evaluate and use case models****CO4 - Apply the design patterns****CO5 - Analyzes the coding and testing****CO6 - Develop use cases for real time application****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

SBAA7040	SYSTEM ANALYSIS AND DESIGN	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To know the fundamentals OOAD.
- To study the design patterns and use cases.
- To familiarize the concepts of coding and testing.

UNIT 1 UML DIAGRAMS**9 Hrs.**

Introduction to OOAD - Unified Process - UML diagrams - Use Case - Class Diagrams- Interaction Diagrams - State Diagrams - Activity Diagrams - Package, component and Deployment Diagrams.

UNIT 2 DESIGN PATTERNS**9 Hrs.**

GRASP: Designing objects with responsibilities - Creator - Information expert - Low Coupling - High Cohesion - Controller - Design Patterns - creational - factory method - structural - Bridge - Adapter - behavioral - Strategy - observer.

UNIT 3 CASE STUDY**9 Hrs.**

Case study - the Next Gen POS system, Inception -Use case Modeling - Relating Use cases - include, extend and generalization - Elaboration - Domain Models - Finding conceptual classes and description classes - Associations - Attributes - Domain model refinement - Finding conceptual class Hierarchies - Aggregation and Composition.

UNIT 4 APPLYING DESIGN PATTERNS**9 Hrs.**

System sequence diagrams - Relationship between sequence diagrams and use cases Logical architecture and UML package diagram - Logical architecture refinement - UML class diagrams - UML interaction diagrams - Applying GoF design patterns.

UNIT 5 CODING AND TESTING**9 Hrs.**

Mapping design to code - Testing: Issues in OO Testing - Class Testing - OO Integration Testing - GUI Testing - OO System Testing.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the concepts of OOAD.
- CO2 - Apply appropriate design patterns.
- CO3 - Evaluate use case models.
- CO4 - Apply the design patterns.
- CO5 - Analyze the coding and testing.
- CO6 - Develop use cases for real time applications.

TEXT / REFERENCE BOOKS

1. Craig Larman, Applying UML and Patterns: An Introduction to Object-Oriented Analysis and Design and Iterative Development, 3rd Edition, Pearson Education, 2005.
2. Imon Bennett, Steve McRobb and Ray Farmer, Object Oriented Systems Analysis and Design Using UML, 4th Edition, McGraw Hill Education, 2010.
3. Martin Fowler, "UML Distilled: A Brief Guide to the Standard Object Modeling Language", 3rd Edition, Addison Wesley, 2003.
4. Paul C. Jorgensen, Software Testing - A Craftsman's Approach, 3rd Edition, Auerbach Publications, Taylor and Francis Group, 2008.
5. Noushin Ashrafi, Hessam Ashrafi, Object Oriented Systems Analysis and Design, Pearson Education, 2013.

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**

SBA6530	TALLY LAB	L	T	P	Credits	Total Marks
		0	0	3	2	100

COURSE OBJECTIVE

To make learners have hands on experience in preparation of final accounts using “Tally” software.

1. Creation of Company
2. Creation of Company, Ledger and Trial Balance
3. Preparation of Profit And Loss Account, Trial Balance
4. Preparation of Balance Sheet
5. Cost Category and Cost Centre
6. Accounting Vouchers
7. Inventory Items

SCA6608	COMPUTER PROGRAMMING LAB	L	T	P	Credits	Total Marks
		0	0	3	2	100

COURSE OBJECTIVE

- Understand the fundamentals of programming.
- Have the ability to write a computer program to solve specified problems
 1. Greatest of three Numbers
 2. Check whether the Number is Prime or Not
 3. Find the GCD of two Numbers
 4. Check whether the Number is Perfect or Not
 5. Check whether the Number is Armstrong or Not
 6. Fibonacci series
 7. Matrix Addition
 8. Matrix Multiplication
 9. String Manipulation
 10. Student Information System using File

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.

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

SBAA7029	QUALITY MANAGEMENT	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To understand the quality management.
- To identify the elements that is part of the quality measuring process in the industry.
- Adoption of theoretical and practical knowledge and skills in the field of quality management.

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

Introduction to Quality: History and Importance - Definition, need, function - Quality as a Management Framework - Quality and Competitive Advantage - Three Levels of Quality - Quality and Personal Values Quality as customer delight - Quality as meeting standards - Actual Vs Perceived quality. Quality - vision, mission and policy statements.

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

Contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques - introduction, loss function, parameter and tolerance design, signal to noise ratio. Quality circle, Japanese 5S principles and 8D methodology. Competition in quality - quality as a competitive edge- role of MNC in emergence of global quality.

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

Meaning and significance of statistical process control - construction of control charts for variables and attributed. Process capability -meaning, significance and measurement. Six sigma concepts of process capability. Reliability concepts - definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance - relevance to TQM. Business process re-engineering (BPR) - principles, applications, process, benefits and limitations.

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

Quality functions development (QFD) - Benefits, Voice of customer, information organization, 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 old (statistical) tools. Seven new management tools. Bench marking ,POKA YOKE. Industry 4.0 concept, fundamental principles.

UNIT 5 TOTAL QUALITY MANAGEMENT**9 Hrs.**

Elements - TQM in global perspective - Global bench marking - Global standards - ISO 9000 series - Environmental QS 14000- Quality manual - Barriers to TQM implementing .Quality review, Audit, recognition and reward. Quality awards: Japanese Deming Award, US Malcolm Baldrige National Quality Award & Indian Golden Peacock National Quality Award.

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Identify the fundamental concept of quality management
- CO2 - Summarize the quality principles and contributions to various philosophies
- CO3 - Illustrate the quality control process
- CO4 - Discuss the various benefits of quality.
- CO5 - Establish quality tools and techniques for quality management `
- CO6 - Analysis TQM implementation and quality awards

TEXT / REFERENCE BOOKS

- James R. Evans and William M. Lindsay, The Management and Control of Quality", 8th Cengage 2012.
- Evans J. and Lindsay, W.M. The Management and Control of Quality, 8th Edition, South Western, 2012.
- Montgomery D., Statistical Quality Control - A Modern Production, 6th Edition, Wiley India 2010.
- Urdhwareshe, Total Quality Management, 3rd Edition, Pearson Education, 2010.
- Joel E. Ross Total Quality Management: Text, Cases, and Readings, 3rd 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**

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.

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

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.

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**

SMTX1016	BUSINESS STATISTICS	L	T	P	Credits	Total Marks
		2	1	0	4	100

UNIT 1 INTRODUCTION 12 Hrs.

Introduction - Classification and tabulation of statistical data - diagrammatic and graphical representation of data.

UNIT 2 MEAN MEDIAN MODE 12 Hrs.

Measures of central tendency - mean, median and mode - Dispersion, range, quartile deviation, Mean deviation, Standard deviation-Measures of skewness.

UNIT 3 CORRELATION 12 Hrs.

Correlation-Karl Pearson's coefficient of correlation - Spearman's rank correlation-regression lines and coefficients.

UNIT 4 PROBABILITY 12 Hrs.

Definitions and examples of sample space, events, independent events and conditional events. Axiomatic and classical approach to probability. - Addition, multiplication and Baye's theorem with simple applications.

UNIT 5 TIME SERIES 12 Hrs.

Time series analysis – trend - seasonal variation.

TEXT / REFERENCE BOOKS

1. Vittal.P.R., Business Statistics, Margham publications, Chennai, 2008
2. Gupta.S.C. Statistics, Himalaya Publishers, Mumbai, 2005.
3. S.P.Gupta, Business Statistics, Sultan Chand & Sons, New Delhi, 2008
4. Beri.G., Business Statistics, Tata McGraw Hill Publishing Company Ltd, New Delhi, 2009.

SMTA1104	BUSINESS STATISTICS	L	T	P	Credits	Total Marks
		4	0	0	4	100

COURSE OBJECTIVES

- To know the different sources and methods of data collection and different methods of data presentation.
- To understand the significance of advanced concepts of Statistics.
- To understand methods of correlation and regression.

UNIT 1 INTRODUCTION**9 Hrs.**

Introduction - Classification and Tabulation of Statistical Data - Diagrammatic and Graphical representation of data.

UNIT 2 DESCRIPTIVE STATISTICS**9 Hrs.**

Measures of Central Tendency - Mean, Median and Mode - Dispersion, Range, Quartile Deviation, Mean Deviation, Standard Deviation - Measures of Skewness.

UNIT 3 CORRELATION AND REGRESSION**9 Hrs.**

Correlation - Karl Pearson's Coefficient of Correlation - Spearman's Rank Correlation - Regression Lines and Regression Coefficients.

UNIT 4 PROBABILITY**9 Hrs.**

Definitions - Examples of Sample Space, Events, Independent Events and Conditional Events. Axiomatic and classical approach to probability. - Addition, Multiplication and Baye's theorem with Simple Applications.

UNIT 5 TIME SERIES**9 Hrs.**

Time Series Analysis - Trend - Seasonal Variation

Max. 45 Hrs.**COURSE OUTCOMES**

On completion of the course, student will be able to

- CO1 - Understand the meaning, scope, importance of essential concepts of Statistics.
- CO2 - Know the different sources and methods of data collection and also with the method of data presentation.
- CO3 - Measuring the central tendency, measures of dispersion, and measures of Skewness and Kurtosis.
- CO4 - Identify the significance of advanced concepts of Statistics.
- CO5 - Analyse the methods of correlation and regression.
- CO6 - Acquaint knowledge to estimate the least square methods of trend analysis.

TEXT / REFERENCE BOOKS

1. Vittal.P.R., Business Statistics, Margham Publications.
2. Gupta.S.C. Statistics, Himalaya Publishers.
3. S.P.Gupta, Business Statistics, Sultan Chand & Sons.
4. Beri.G., Business Statistics, Tata McGraw Hill Publishing Company 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.

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.

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**

SCAX 1001	COMPUTER APPLICATIONS IN BUSINESS	L	T	P	Credits	Total Marks
		3	0	0	3	100

UNIT 1 INTRODUCTION 9 Hrs.

'C' Language – Introduction to C – Lexical elements of c – entering and executing C program – input/output in C – operations and expressions.

UNIT 2 STRUCTURES AND FUNCIONS 9 Hrs.

C-control structures – C functions – files in C programming – examples in C

UNIT 3 MS EXCEL 9 Hrs.

MS EXCEL: Introduction – file creation and saving – Arithmetic functions, preparation of graph.

UNIT 4 MS WORD 9 Hrs.

MS Word: Creating and working with documents - formatting – previewing – printing of documents – working with tables, fields and outlines – working with styles – building tables of contents.

UNIT 5 RDBMS 9 Hrs.

RDBMS terminology - introduction to Oracle - types of commands (DDL, DML and TCL) - creates SQL queries using commands.

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 Programming in C, Prentice Hall of India, 2008

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**

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

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.

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.

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.

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.

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**

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.

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****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**

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.

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, students will be able to

- CO1 - Understand the principles and concepts of financial accounting.
- CO2 - Interpret and analyze financial statements.
- CO3 - Calculate depreciation.
- CO4 - Evaluate independently reconciliation of accounts.
- CO5 - Estimate the claim amount on Insurance.
- CO6 - Differentiate between single entry and double entry system of book keeping

TEXT / REFERENCE BOOKS

1. Gupta, R.L. & Gupta, V.K., Advanced Accounting Vol- I, Sulthan Chand & Sons, 13th Edition, 2018.
2. Jain & Narang, Financial Accounting, Kalyani Publishers, 1st Edition, 2014.
3. Reddy T.S. & Murthy A, Financial Accounting, Margham Publications, 2012.
4. 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.

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.

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**

SHSX 7001	FUNCTIONAL ENGLISH – I	L	T	P	Credits	Total Marks
		3	1	0	3	100

UNIT 1 SPEECH PATTERNS 9 Hrs.

Speech patterns – Introducing Oneself and Others – Thanking, Wishing Well. Apologizing and Excusing
 Reading: Non – Verbal Communication, Communicating through Advertisements
 Writing: Paragraph Writing: Narrating Past Events, Describing Simple Tasks and Giving Instructions
 Grammar: Sentence Structure – Sentence Types – Transformation of Affirmative – Negative, Exclamatory
 – Assertive, Interrogative - Assertive
 Vocabulary: Idioms.

UNIT 2 STARTING CONVERSATION 9 Hrs.

Oral Communication: Starting Conversation: Greetings – Asking and making Offers – Requests and Orders
 Reading: Reference Skills – Learning to Use the Dictionary
 Writing: Describing Objects, People, Places and Processes
 Grammar: Tenses, Subject Verb Agreement

UNIT 3 ROLE PLAY 9 Hrs.

Oral Communication: Telling a Story, Role Playing
 Reading: Understanding Journalese, Understanding Compact Writing
 Writing: Interpreting maps and graphs, Message writing
 Grammar: Active and Passive Voice, Modals and their usage

UNIT 4 RESUME WRITING 9 Hrs.

Oral Communication: Guessing Games, Choosing and Justifying
 Reading: Understanding Technical terms
 Writing: Making Applications, Application for job with resume, Form Filling
 Vocabulary: Affixes, Linking Devices

UNIT 5 PARAGRAPH WRITING 9 Hrs.

Oral Communication: Exercising the Imagination, Narrating Events
 Writing: Paragraph Writing – Interpreting tables and charts
 Reading: Note Making
 Grammar: Articles, Countable and Uncountable Nouns
 Vocabulary: Matching Exercises, Correcting Spelling

TEXT / REFERENCE BOOKS

1. Geetha Nagaraj (2006). 'A Course In Grammar and Composition', New Delhi. Foundation Books Pvt. Ltd.,
2. Hewings, M. (1999). 'Advances English Grammar'. Cambridge. Cambridge University Press.
3. Nagini, P.S et al. (2005) 'Excellence Through Communication' Chennai. Shri Jai Publications
4. Sood. S.C, Bose. M et. Al (20006). Developing Language Skills. New Delhi. Spantech Publishers

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**

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.

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**

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.

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. Vinod 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.

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.

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 Karuppiah, 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**

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.

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.

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

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**

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.

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**

SBAX1027	PROFESSIONAL TRAINING	L	T	P	Credits	Total Marks
		0	0	8	4	100

During the sixth semester each student shall undergo Professional training accounting to 30 working days, for which he/she shall be permitted to report to the company on two working days in a week. The training report presentation by the student shall be conducted as part of the University examinations of the VIth semester. The report presentation carries 100 marks. On evaluation, 50 marks shall be awarded by the internal examiner and 50 marks by the external examiner based on the presentation of the student to the Board of Examiners. 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.
- d. The training report will be assessed by a panel of examiners comprising of both internal and external examiners.

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.

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

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
- 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**