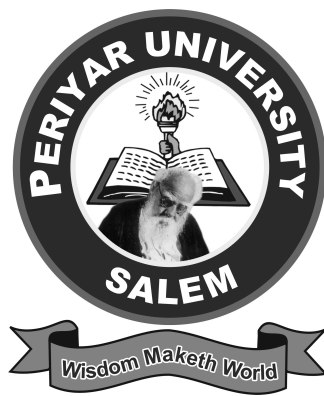


PERIYAR UNIVERSITY

SALEM – 636 011.



PERIYAR INSTITUTE OF DISTANCE EDUCATION

[PRIDE]

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

SYLLABUS & REGULATIONS

SEMESTER

[Candidates admitted from 2020 onwards]

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

ELIGIBILITY FOR ADMISSION

Candidates seeking admission to the first year of the degree of Bachelor of Business Administration shall be required to have passed the Higher Secondary Examination (Academic or vocational stream) conducted by the Government of Tamil Nadu or any examination accepted as equivalent there to by the syndicate of Periyar University. Preference will be given to those who have taken commerce as a subject in the qualifying examination.

PROGRAMME STRUCTURE

This programme is designed as per the following structure:

- Foundation/Language courses
- Core courses
- Allied courses
- Skill Based Elective Courses
- Non Major Elective/Supportive courses

COURSE OF STUDY AND SCHEME OF EXAMINATION

SEMESTER – I

Sl. No.	Component	Course	CIA Max.	ESE Max.	Total Max.	Credits Max.
1.	Foundation Paper I	Tamil or anyone of the modern (Indian or foreign) or classical Languages	25	75	100	3
2.	Foundation Paper II	English	25	75	100	3
3.	Core I	Principles of Management	25	75	100	3
4.	Core II	Business Communication	25	75	100	3
5.	Allied I	Business Mathematics and Statistics	25	75	100	3
6.	Supportive Course - I	Yoga and Meditation	25	75	100	2
		Total	150	450	600	17

SEMESTER – II

Sl. No.	Component	Course	CIA Max.	ESE Max.	Total Max.	Credits Max.
1.	Core III	Financial and Management Accounting	25	75	100	3
2.	Core IV	Organizational Behaviour	25	75	100	3
3.	Core V	Management Information System	25	75	100	3
4.	Core VI	Production and Operations Management	25	75	100	3
5.	Allied	Managerial Economics	25	75	100	3

	Course II					
6.	Supportive Course - II	Environmental Studies	25	75	100	2
		Total	150	450	600	17

SEMESTER – III

Sl. No.	Component	Course	CIA Max.	ESE Max.	Total Max.	Credits Max.
1.	Core VII	Human Resource Management	25	75	100	3
2.	Core VIII	Financial Management	25	75	100	3
3.	Core IX	Marketing Management	25	75	100	3
4.	Core X	Information Management	25	75	100	3
5.	Allied Course III	Operations Research	25	75	100	3
6	Skill Based Elective Course I	Elective I (Choose any one of the subjects from the list)	25	75	100	3
		Total	150	450	600	18

SEMESTER – IV

Sl. No.	Component	Course	CIA Max.	ESE Max.	Total Max.	Credits Max.
1.	Core XI	Research Methodology	25	75	100	3
2.	Core XII	International Business	25	75	100	3
3.	Core XIII	Strategic Management	25	75	100	3
4.	Core XIV	Entrepreneurship Development	25	75	100	3
5.	Allied Course IV	Business Application Software	25	75	100	3
6	Skill Based Elective Course II	Elective II (Choose any one of the subjects from the list)	25	75	100	3
		Total	150	450	600	18

SEMESTER – V

Sl. No.	Component	Course	CIA Max.	ESE Max.	Total Max.	Credits Max.
1.	Core XV	Business Law	25	75	100	3
2.	Skill Based Elective Course III	Elective III (Choose any one of the subjects from the list)	25	75	100	3
3.	Skill Based Elective Course IV	Elective IV (Choose any one of the subjects from the list)	25	75	100	3

4.	Non Major Supportive Course I	Business Ethics	25	75	100	3
5.	Core XVI	Business Plan Report (Practical)	25	75	100	3
		Total	125	375	500	15

SEMESTER – VI

Sl. No.	Component	Course	CIA Max.	ESE Max.	Total Max.	Credits Max.
1.	Skill Based Elective Course V	Elective V (Choose any one of the subjects from the list)	25	75	100	3
2.	Skill Based Elective Course VI	Elective VI (Choose any one of the subjects from the list)	25	75	100	3
3.	Non Major Supportive Course II	Life Skills & Stress Management	25	75	100	3
4.	Core XVII	Project Work Report	50	150	200	6
		Total	125	375	500	15

CIA: Continuous Internal Assessment, **ESE:** End Semester Examination

FOUNDATION COURSE

- Tamil (or) Modern or classical languages (List):
- Indian – Telugu, Kanada, Malayalam, Urdu and Hindi
- Foreign – French
- Classical - Sanskrit, Arabic & Persian

ELECTIVE LISTS

Each specialization consists of 3 Electives. The student should choose 6 electives from any two specializations at his/her own choice.

Operations Management	Human Resource Management	Marketing Management	Financial Management	Systems Management
Materials Management	Human Resource Development	Retail Management	Portfolio Management	Data Base Management System
Supply Chain Management	Training & Development	Rural Marketing	Merchant Banking & Financial Services	E-Commerce
Total Quality Management	Industrial Relations	Services Marketing	Project Management	Knowledge Management System

Business Plan Report: The student should prepare a corporate/business plan report in the 5th semester and evaluation as per the prescribed format will be done by the examiners at the end of the semester. Continuous Internal Assessment will be done as per the guidelines given for CIA.

Project Work: The project work report should be submitted at the end of 6th semester as per the prescribed format. The report will be evaluated by the examiners at the end of the semester. Continuous internal assessment will be done as per the guidelines given for CIA.

CONTINUOUS INTERNAL ASSESSMENT

ACTIVITY	Max . Marks for Core/Supportive/ Elective courses/Business Plan report	Max. Marks for Project Work
Personal Contact programme (min. 2)	10	20
Assignment (3)	15	30
Total	25	50

QUESTION PAPER PATTERN

Answer all questions (one question from each UNIT with internal choices)

Time: 3 Hours Max. Marks: 75

Part A- 5 x 5 Marks = 25 Marks

Part B -5 x 10 Marks = 50Marks

follow
common
structure

EVALUATION

The evaluation shall be conducted separately for theory and practical to assess the knowledge acquired during the course of study. There shall be two systems of evaluation viz., continuous internal assessment and end semester examinations.

In the case of theory courses the internal evaluation shall be conducted as Continuous Internal Assessment viz. student assignment preparation, seminar, etc. The internal assessment shall comprise of maximum 25 marks for each subject. The end semester examination shall be of three hours duration to each course at the end of each semester. The end semester examinations shall comprise of maximum of 75 marks for each course. The candidate failing in any course(s) will be permitted to appear for each failed course(s) in the subsequent examination.

PASSING MINIMUM

A candidate shall be declared to have passed in each courses if he / she secures not less than 40% prescribed for the examination. He / She shall be declared to have passed the whole examination if he/ she passed in all the course as per the scheme of examination.

Category	Max. Marks	Passing Minimum
Continuous Internal Assessment (CIA)	25	10
End Semester Examination (ESE)	75	30
Total	100	40

SEMESTER-I

CORE I - PRINCIPLES OF MANAGEMENT

Objective of the Course: To provide the knowledge on the basic principles and functions of management

UNIT – I

Management– Definition – Importance – Nature – Scope and Functions – Principles of Management - Evolution of Management Thoughts – Contributions of F.W. Taylor - Henry Fayol – Elton Mayo –Hawthorne Experiment.

UNIT – II

Planning – Importance – Advantage – Steps in planning – Types of Plans – Management by Objectives (MBO) – Process – Merits – Limitations. Decision Making – Definition – Types of decision – Process of decision making.

UNIT – III

Organisation – Need for Organisation – Process – Organisational Structure – Line Functional, Line & Staff Organisation. Span of Management – Delegation –Centralisation and Decentralisation – Staffing – Nature & Purpose of Staffing.

UNIT – IV

Directing – Meaning, Importance, Principles – Leadership – Styles of Leadership – Qualities for effective leadership. Motivation – Theories of motivation – Maslow's need hierarchy theory, Herzberg's two factor theory and their comparison.

UNIT – V

Co-ordinating – Need – Principles – Approaches to achieve effective Co-ordination. Controlling – Meaning – Elements and significance – Steps in control process – control techniques.

TEXT BOOKS

1. C.B. Gupta, Business Organization & Management, Sultan Chand & Sons.
2. L.M. Prasad, Principles of Management, Sultan Chand & Sons.

REFERENCE BOOKS

1. Dingar Pagare, Business Management, Sulthan Chand & Sons
2. Tripathi P.C. & P.N. Reddy, Principal of Management, TMH
3. Koontz and O.Donnel, Essentials of Management, McGraw Hill
4. Ramasamy. T, Principles of Management, Macmillan India Ltd.,

CORE II - BUSINESS COMMUNICATION

Objective of the Course: To provide basic knowledge about the meaning, types and process of business communication. This course will also provide the important aspects on letter writing, company correspondence and report preparation

UNIT – I

Communication – meaning – objectives – process – media of communication – types of communication – barriers to communication - principles of effective communication.

UNIT – II

Business letters – layout of Business letters - types - Business enquires and replies – offers – quotations – orders – complaints and adjustments – collection letters – circular letters – status enquires.

UNIT – III

Bank correspondence – insurance correspondence – agency correspondence – letters to the editors – applications for appointment.

UNIT – IV

Company correspondence – Duties of Secretary – correspondence with directors, Shareholders, government departments and others.

UNIT – V

Report – meaning – importance – characteristics of a good report – preparing report -report by individuals – report by committees – speeches – characteristics of good speech – planning to speak.

TEXT BOOK

1 Rajendrapal & Koralahalli J.S. Essentials of Business Communication Sultan Chand & Sons.

REFERENCE BOOKS

1. Ramesh M.S. & Pattan Shetty, Effective Business English & Correspondence RC Publications.
2. Balasubramanian, Business Communication, Vikas Publishing House Pvt., Ltd.,
3. US Rai, SM Rai, Business Communication, HPH
4. RSN Pillai, Bagavathi, Commercial Correspondence & Office Management.
5. N.S. Rashunathan and B.Santhanam, Business Communication, Margham Publications, Chennai.

ALLIED I: BUSINESS MATHEMATICS AND STATISTICS

Objective of the Course: Course is designed to learn the fundamentals of statistics used in business applications and mathematical uses.

UNIT – I

Description statistics: Meaning and definition of statistics – scope and limitations statistical survey – Diagrams and graphs – measures of central tendency – arithmetic, geometric, Harmonic mean – Mean – median – mode – combined mean.

UNIT – II

Measures of variations – absolute and relative measures – range – mean deviation – standard deviation. Measures of variations – absolute and relative measures – range – mean deviation – quartile deviation – standard deviation. Measures of skewness – Kurtosis

UNIT – III

Mathematics of finance: simple and compound interest – annuity – present value of annuity – sinking fund – percentage – discounts. Basics of calculus – limits – rules of differentiation – maxima and minima (single variable case only) – application problems in maxima and minima.

UNIT – IV

Linear simple correlation – scatter diagram - Karl Pearson's coefficient of correlation – rank correlation coefficient – regression - Fitting of Regression Lines; Time series analysis : components of time series – measures of trend — semi and moving average – methods of least squares – measures of seasonal variation

UNIT – V

Index numbers – definition - construction of index numbers – weighted and Non weighted Index Number – fixed and chain index numbers – test for an ideal index numbers – cost of living index number

TEXT BOOKS

1. Gupta S.P., Statistical methods – Sulthan Chand & Sons, New Delhi.
2. P.R.Vittal, Business Mathematics and Statistics, Margham Publications.

REFERENCE BOOKS

1. Dr. S.P. Gupta & Dr. M.P. Gupta, Business Statistics, SulthanChand& Sons, New Delhi.
2. RSN Pillai & V. Bagavathi, Statistics, Sulthan Chand & Sons, New Delhi.
3. Sundharsan, An Introduction to Business Mathematics, Sulthan Chand & Sons, New Delhi
4. Sharma, Business Statistics – Margham Publications, Chennai.

SUPPORTIVE COURSE I: YOGA AND MEDITATION

Objective of the course: To inculcate the basics of Yoga and Meditation concepts for human excellence.

UNIT- I

Introduction to yoga for human excellence Meaning of Yoga – Yoga as science – Yoga as art – origin and history of yoga – Yoga in Vethic period – after Vethic period – message of Bhagavat Gita, Bible. Kuran, Buddhism.. Comparison between Patanjali Yoga sutra and Thirumandiram. Yoga for modern age (simplified kundalini yoga formulated by Sri Vethathiri maharishi.

UNIT- II

Indian Philosophy – meaning of philosophy – Difference between Indian and Western philosophies – Greatness of Indian philosophy philosophies agreeing Vedha – philosophies disagreeing Vedha – Vedha Upanished – Geetha

UNIT-III

Pathanjali's Astanga Yoga – Vethathiri Maharishi's Simplified Exercise Kaya Kalpa and Kundalini Yoga – Analysis of thought – Neutralization of Anger – Benefits of Blessings – Genetic centre and imprints. Yoga in ancient Tamil – Equalism – Sidhha Philosophy – Siddha Yogic life-style Siddha Literature. Thirumanthira Yoga of Thirumoolar

UNIT-IV

Mind and body - powers of mind – conscious, subconscious and unconscious mind – Thoughts – power of - Thought culture – Blessing (Vazhga valamudan, Vazhga vaiyagam) – re-engineering different stages of mind. Various types of meditation, Akana, Thuriyam, shanthi, manipuraka, visukthi etc., - Electro Encephalogram – Mental frequencies

UNIT-V

Who am I – self-realization – god realization – order of function – fraction demands, totality supplies – merging with oneness. Cause and effect system – Law of Nature – awareness – Karma Yoga – duty consciousness – thankfulness – 10 principles of karma yoga – Love and compassion – services to humanity. Individual peace, Family peace and World peace.

TEXT BOOKS

1. Science of Divinity and Realization of Self – Vethathiri Publication, (6-11) WCSC, Erode
2. Sri Ananda: The complete Book of yoga Harmony of Body and Mind. (Orient paper Backs: vision Books Pvt.Ltd., 1982

REFERENCE BOOKS

1. B.K.S Iyengar: Light on the Yoga sutras of patanjali (Haper Collins Publications India Pvt.,Ltd., New Delhi.)

SEMESTER II

CORE III: FINANCIAL AND MANGAEMENT ACCOUNTING

Objective of the course: To teach the basic concepts of accounting practices, management accounting and budgetary planning.

UNIT-I

Basic Accounting concepts and convention – Accounting Equations – Meaning of accounting – Groups interested in accounting information – Journal, Ledger, Subsidiary books – Trial balance – Final accounts

UNIT-II

Management Accounting : Meaning – objectives – Advantages – Limitations – Management Accounting Vs Financial Accounting – Management Accounting Vs cost Accounting. Accounting Ratios: Meaning, Types – Calculation of Ratios

UNIT-III

Fund Flow Analysis: Preparation of schedule of changes in working capital and fund flow statement Cash Flow Analysis: Preparation of cash flow statement – Distinction between cash and Fund.

UNIT-IV

Budget and Budgetary control: Meaning – Types – Materials and productions budget – flexible budget – cash budget – sales budget.

UNIT-V

Marginal Costing: Meaning – PV Ratio – B.E.P. – Preliminary Applications in Business. Standard Costing: Meaning, Objectives – Calculation of Material Variances Only

TEXT BOOKS

1. Maheswari, S.N., *Principles of Management Accounting*, Sultan Chand & Sons
2. Dr. P. Periyasamy, *Financial, Cost and Management Accounting*, Himalaya Publications.

REFERENCE BOOKS

1. Man Mohan and Goyal, S.N, *Principles of Management Accounting*, Sathya Bhavan.
2. R.K.Sharma, Shasi Gupta, *Management Accounting*, Kalyani Publishers.
3. Ramachandran, Srinivasan, *Management Accounting*, Sriram Publications.
4. T.S.Reddy A.Murthy, *Financial Accounting*, Margham publications.
5. R.S.N.Pillai & Bagavathi, *Management Accounting*. S.Chand.

CORE IV: ORGANIZATIONAL BEHAVIOUR

Objective of the course: To provide the concepts of organizational behaviour like motivation, Morale, Personality, leadership and organizational climate.

UNIT-I

Meaning- objectives and nature of organizational behaviour – disciplines contribution to organisationalbehaviour – important concept of organizational behaviour. Theories of organisation – classical – neo classical and modern theories.

UNIT –II

Individual behaviour – factors - personality – types of personality - attitude. Group behavior – meaning – type of groups – formation – group dynamics – group cohesiveness – group decision making.

UNIT- III

Morale – meaning – benefits – measurement, job satisfaction – meaning and factors – stress – causes - managing stress.

UNIT- IV

Work environment – good housekeeping practices – design of work places – Hawthorne experiments and their importance.

UNIT –V

Organizational change – meaning – nature – causes of change – resistance to change overcoming the resistance – counseling – types of counseling.

TEXT BOOKS

1. LM.Prasad, OrganisationalBehaviour, Sulthan Chand & Sons, New Delhi.
2. Khanka, OrganisationalBehaviour, Sulthan Chand & Sons, New Delhi.

REFERENCE BOOKS

1. Fred Luthans, OrganisationalBehaviour, McGraw Hill.
2. M.L.Blum, Industrial psychology and it social foundations.
3. J.Jayasankar, Organisational Behaviour, Margham publications, Chennai
4. P.SubbaRoa, Management and Organisational Behaviour – HPH
5. Robbins Stephen, Organisational Behaviour, Prentice Hall, New Delhi.

CORE V: MANAGEMENT INFORMATION SYSTEM

Objective of the Course: To make awareness about the information system applications in business and management

UNIT I

Introduction – environment of organizations – management information system – information flow – need and sources – management decisions – importance and role.

UNIT –II

Characteristics of computer information system – importance of computer – role of the computer – types of computer – Software – Hardware – CPU – MU – Input – Output – application and operations.

UNIT – III

System classification – concept characteristics – elements – feedback control – boundary – function and operations – system design – function of system analyst assignment and investigation – implementation – evaluation and maintenance of MIS.

UNIT- IV

Transactions processing information systems – information systems for managers – intelligence system – decision support system – integration – data collection and preparation – database – components – utility of the operation of the data base technology.

UNIT-V

Functional Management information systems – production, marketing, accounting, personnel, financial, relationship – impact and their role in the managerial decision – making.

TEXT BOOKS

1. CVS Murthy, Managements, Information System, HPH.
2. Davis & Olson, Management Information System, MGH.

REFERENCE BOOKS

1. R. Senapathi, MIS, Lakshmi Publications.
2. Lucas, The analysis, design and implementation of information system, MGH.
3. G.M. Scott, Principles of management information system, MGH.
4. Dr. S.P. Rajagopalan, Management information system, Margham publications.
5. S. Sadagoban, Management information system, PHI

CORE VI: PRODUCTION AND OPERATIONS MANAGEMENT

Objective of the Course: To deliver the basic concepts of operations management, functions and application areas of operations management

UNIT-I

Production Management -Definitions -Functions & scope -Plant Location -Factors –Plant Layout principles -Types - Importance.

UNIT- II

Production Planning & control -principles –functions -process plant maintenance –Types - Maintenance scheduling Fundamentals of Reengineering.

UNIT-III

Materials management -meaning, Definition Importance- functions - Purchasing -procedure - principles -vendor rating - vendor Development – Store keeping

UNIT- IV

Inventory control – meaning & importance - Tools of inventory control -ABC, VED, FSN Analysis -EOQ.

UNIT- V

Quality control – Inspection – Principles of quality - Total Quality Management- Statistical Quality Control – Control charts.

TEXT BOOKS

1. Saravanavel .P &Sumathi .S, Production & Material Management., Margham publications.
2. Gopalakrishnan & Sundaresan, Materials Management, PHI

REFERENCE BOOKS

1. Panneerselvam, Production and Operations Management, PHI
2. Varma.M.M, Materials Management, Sultan Chand & Sons
3. Dutta, Integrated Materials Management, PHI
4. O.P. Kanna, Industrial Engineering & Management, Dhanpatrai Publications.

ALLIED II: MANAGERIAL ECONOMICS

Objective of the course: To impose the knowledge of micro and macroeconomic concepts required for the business and management students.

UNIT-I

Business Economics: Concept – Importance – Scope - Methods – Micro – Macro - Objectives of Business Firm. Demand and Supply: Law of Demand – Elasticity of Demand.

UNIT-II

Market Structure: Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly and Duopoly.

UNIT-III

Production Function: Factors of Production – Laws of Returns – Returns to Scale and Law of Variable Proportions – Economies of Scale – Mixed Economy.

UNIT-IV

Business Cycle: Characteristics – Phases – Control Of Trade Cycle. Inflation: Definition – Characteristics – Types – Effects – Anti-Inflationary Measures. Deflation: Effects – Control.

UNIT-V

National Income: GDP - GNP – NNP - Per Capita Income – Balance of Trade - Balance of Payment.

TEXT BOOK

1. S. Sankaran, “Managerial Economics”, Margham Publications, Chennai, 5th Edition, 2006

REFERENCE BOOKS

1. Dr.R.Sathiyakala, Business Economics, Shanlax Publication.
2. Mankar.V.G., “Business Economics”, Macmillan, New Delhi, 1st Edition, 2004.
3. Mithani.D.M. “Essential Of Managerial Economics”, Himalayan PublishingHouse, Mumbai, 1st Edition, 2004.
4. Sundharam.K.P.M, Sundharam.E.N, “Business Economics”, Sultan Chand & Sons, 4th Edition, 2005.

SUPPORTIVE COURSE II: ENVIRONMENTAL STUDIES

Objective of the course: To make aware of the environmental aspects and importance of environmental protection.

UNIT-I

Introduction - Nature of environmental studies - Scope and importance - Need for public awareness - Ecosystems - Structure and function of ecosystem -Energy flow in an ecosystem - food chains, food webs and ecological succession - a) Forest ecosystem b) Grassland ecosystem c) Desert ecosystem d) Aquatic ecosystems.

UNIT-II

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

UNIT-III

Biodiversity and Conservation Levels of biological diversity : genetic, species and ecosystem diversity; Biogeographic zones of India; Biodiversity patterns and global biodiversity hot spots India as a mega-biodiversity nation; Endangered and endemic species of India - Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions; Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

UNIT-IV

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

UNIT-V

Environmental Policies & Practices - Sustainability and sustainable development - Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture Human Communities and the Environment - Human population growth: Impacts on environment, human health and welfare.

TEXT BOOKS

1. Bharucha, E. 2003, Textbook for Environmental Studies, University Grants Commission, New Delhi and Bharati Vidyapeeth Institute of Environmental Education and Research, Pune. 361.

REFERENCE BOOKS

1. Gadgil, M. & Ramachandra, G. 1993. This fissured land: an ecological history of India. Univ of California Press
2. Grumbine, R. Edward, and Pandit, M.K. Threats from India's Himalaya dams. Science.

SEMESTER III

CORE VII: HUMAN RESOURCE MANAGEMENT

Objective of the course: To initiate the learners into the basics and the nuances of the management of human resources and also to familiarize them with the practical applications of management principles in the management of people.

UNIT - I

Human Resource Management: Meaning and Definition – Functions of HRM – Importance of HRM - Features of HRM - Line and Staff aspects of HRM - The Human Resource Manager's Proficiencies - The Changing Environment of Human Resource Management.

UNIT – II

Job Analysis - Methods for Collecting Job Analysis Information - Writing Job Description - Writing Job Specification; HR planning: Introduction, objectives of HRP, linkage of HRP to other plans, definition and need for HRP, benefits of HRP, factors affecting HRP, process, problems and limitations of HRP - Globalization and HRP.

UNIT – III

Recruitment and Selection: Definition of Recruitment - Importance, Sources and techniques of recruitment. Selection Process: Meaning of selection - Importance of careful selection -Basic Testing Concepts - Types of Tests - Interviews: Definition and Types of interviews - What can undermine an interview's usefulness - Medical examination, reference checks, issue of appointment order - Placement and induction.

UNIT – IV

Performance Appraisal: Definition – Need for Performance Appraisal - Traditional and modern methods of appraisal – E- Performance management - Limitations and problems of performance appraisal - Self Appraisal and SWOT analysis-360 degree Appraisal- Potential Appraisal - High performance work system - HRIS – Knowledge management.

UNIT - V

Employee Remuneration - Importance and components of remuneration; Managing careers: Career planning and development; Transfers and Promotion - Managing transfers and promotions; Succession Planning; Employee Discipline; Ethics: Meaning of ethics and its relevance in HRM - Ethical issues in HRM.

TEXT BOOK

1. *Gary Dessler*. 2007. Human Resource Management. [Eleventh Edition]. Prentice Hall of India Pvt. Limited, New Delhi.

REFERENCE BOOKS

2. *Aswathappa, K.* 2007. Human Resource Management. [Fifth Edition].Tata McGraw Hill Publishing Company Limited, New Delhi.

CORE VIII: FINANCIAL MANAGEMENT

The objective of this course is to introduce the students to the basic tools and techniques used in modern financial management.

UNIT - I

Finance: Meaning – Definition - Scope – Objectives – Profit maximization versus wealth maximization – Finance function – Organization of finance function – Emerging role of finance manager.

UNIT – II

Sources of funds - Cost of capital: Significance – Computation of Weighted Average Cost of Capital (WACC) - CAPM – Leverage: Operating, Financial and Combined leverage - Capital structure versus Financial structure - Point of Indifference - EBIT – EPS Analysis - Dividend policy – Forms of dividend policy – Irrelevance concept of dividend - MM approach – Relevance concept of dividend - Walter's and Gordon's approach.

UNIT – III

Capital Budgeting decisions – nature – Types – Evaluation criteria – Decision rule – Non Discounted cash flow method – Pay back period - Accounting rate of return – Time value of money - Discounted cash flow method – Net Present Value – Internal Rate of return – Profitability Index – Discounted pay back period – Capital rationing – Risk and uncertainty.

UNIT – IV

Working Capital Management – Concepts – Gross Working capital - Net Working capital – Permanent and variable working capital – Operating cycle – Determinants – Estimating working capital requirements – Inventory management – Nature – Need – Objectives – Inventory management Techniques – Economic order quantity (EOQ) – Inventory Levels – Inventory control – ABC, VED, FSN analysis - Receivables management.

UNIT - V

Budgetary control – Budget manual – Classification and preparation of various budgets – Functional budgets – Fixed and Flexible budgets – Cash budget – Zero Based Budgeting (ZBB).

TEXT BOOK

1. *Khan, M. and Jain, P.* 2005. Financial Management Principles and Practice. [Third Edition]. Tata McGraw Hill, New Delhi.

REFERENCE BOOKS

1. *Pandey, I.M.* 2008. *Financial Management. [Tenth Edition].* Vikas Publishing House Private Ltd, New Delhi.
2. *Maheswari, S.N.* 2009. Financial Management Principles and Practice. [Seventh Edition]. Sultan Chand and Sons, New Delhi.

CORE IX: MARKETING MANAGEMENT

Objective of the course: To facilitate learners understand the concepts of marketing management and acquiring the required skills to be an effective marketing manager.

UNIT - I

Marketing: Definition, importance and scope – Core marketing concepts, New marketing realities – Company orientation towards marketplace – Marketing management tasks – Marketing and customer value – Creating value, satisfaction and loyalty – Analyzing the macro environment - Analyzing consumer markets.

UNIT – II

Segmentation – Targeting – Product: Definition, characteristics, classification – Product differentiation – New product development – Product life cycle strategies - Product and brand relationship – Packaging and labeling – Brand equity, Building brand equity – Devising a branding strategy – Developing and communicating a positioning strategy, Differentiation strategies.

UNIT – III

Pricing: Understanding pricing – Setting the price – Pricing Methods - Adapting the price – Initiating and responding to price changes. Physical distribution: Marketing channels and value networks – Role of marketing channels – Channel design decisions – Channel management decisions – Channel integration and systems – Channel conflict management.

UNIT - IV

Retailing, Private Labels – Wholesaling – Market logistics. Promotion: Role of marketing communication – Developing effective communication – Deciding the communication mix – Advertising (objective, budget) – Sales promotion (objectives, major decisions) – Events and experiences, Public relations.

UNIT – V

Direct marketing – Internet marketing - Interactive marketing- word-of-mouth- Personal selling, designing and managing sales force. Trends in marketing practices: Internal marketing – Socially responsible marketing – Factors influencing Marketing Organizations - Marketing implementation, evaluation and control – Future of marketing.

TEXT BOOK

1. *Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha.* 2009. Marketing Management. [Thirteenth Edition]. Pearson Education, New Delhi.

REFERENCE BOOKS

1. *Ramaswamy, V.S and Namakumari S,* 2009. Marketing Management. [Third Edition]. Macmillan India Ltd, New Delhi.
2. *Rajan Saxena.* 2006. Marketing Management. [Third Edition]. Tata-McGraw Hill, New Delhi.

CORE X: INFORMATION MANAGEMENT

Objective of the course: To understand the use, importance and challenges of information in business.

UNIT-I

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT-II

System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT-III

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

UNIT-IV

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

UNIT-V

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TEXTBOOKS

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

REFERENCE BOOKS

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.

ALLIED COURSE III: OPERATIONS RESEARCH

Objective of the course: To enhance the idea of model building, testing the model and finding the solution for the model.

UNIT - I

Operations Research (OR): Introduction – Scope of OR – Phases of OR – Applications of OR in functional areas of management – Models in OR – Methods for solving OR models.

Linear Programming Problem (LPP): Mathematical formulation of a LPP – Solving LPP by Graphical method – Solving LPP by Simplex method.

UNIT – II

Transportation Problems: Mathematical formulation of a transportation problem – Finding initial basic feasible solution by North-west corner rule, Least cost method, Vogel's approximation method – Finding optimum solution by MODI method. Assignment Problems: Mathematical formulation of an assignment problem – Solving assignment problem by Hungarian assignment method – Travelling salesman problem.

UNIT – III

Game theory: Two-person zero-sum games with saddle point and without saddle point – Dominance rule – Graphical method for $(2 \times n)$ and $(m \times 2)$ games. Decision theory: Decision making environment – Decisions under uncertainty – Decisions under risk – Decision tree analysis.

UNIT – IV

Queuing theory: Queuing system – Characteristics of a queuing system – Various queuing models – Single server model with infinite system capacity – Single server model with finite system capacity. Sequencing problem: Processing 'n' jobs through 2 machines – Processing 'n' jobs through 3 machines – Processing 'n' jobs through 'm' machines.

UNIT - V

Replacement models: Individual and Group replacement policy – Replacement policy for equipment which deteriorates gradually – Replacement policy for items that fail suddenly.

Network Analysis: Construction of networks – Critical Path Method – Programme Evaluation and Review Techniques.

TEXT BOOK

1. *Vohra, N.D.* 2007. Quantitative Techniques in Management. [Eleventh Edition]. Tata McGraw Hill, New Delhi.

REFERENCE BOOKS

2. *Frederick Hiller and Gerald Liberman.* 2005. Introduction to Operations Research: Concepts and Cases. [Eighth Edition]. Tata McGraw Hill, New Delhi.

SEMESTER IV

CORE XI: RESEARCH METHODOLOGY

Objective of the course: To make students know and apply research and research tools for better understanding of markets through conducting research.

UNIT – I

Research Methodology – Meaning – Objectives - Types - Significance - Research Process

UNIT – II

Sampling – Introduction - Sample design - Sampling types – Probability, Non probability sampling - Sampling Errors.

UNIT- III

Data collection – Introduction.-Types of Data- Primary - Secondary - Qualitative - Quantitative. Data collection tools – Questionnaire –Schedule - Types of questions - Collection of secondary data. Scaling – scale classification bases -Non comparative scaling technique – Continuous rating - Itemized - Simple category verbal frequency scale.

UNIT-IV

Data preparation process – Questionnaire checking – Editing – Coding - Classification- Tabulation. Hypothesis – Meaning – Null Hypothesis – Alternate hypothesis.

UNIT-V

Report writing – Significance - Different steps - Layout- Types-Mechanics of writing a research report – Precautions.

TEXT BOOK

1. Research Methodology – Methods & Techniques – C.R.Kothari and Gaurav Garg – New Age International.

REFERENCE BOOKS

2. Research Methodology – Dr.Pawankumaroberoi – Global Academic Publishers.
3. Business Research Methods – T. Raju and R.Prabhu – MJP Publishers.
4. Research Methodology - Dipak Kumar Bhattacharyya – Excel Books.
5. Dr. S.M.Venkatachalam&M.Murali, “Basics of Business Research”, Mithila Publications.

CORE XII: INTERNATIONAL BUSINESS

Objective of the course: The objective is to impart knowledge and skill of analysis on operational processes of business between two or more nations.

UNIT -I

International Business: Meaning. Globalization - Forces, Meaning, stages in Globalization – International Orientations - Theories of International Trade: Adam Smith, Ricardo and Ohlin and Heckscher. International Business Environment: Political, Socio-Cultural, Legal, Economic, Demographic, Technological environments.

UNIT - II

Tariff and Non-tariff Barriers - Levels of integration – Arguments for and against regional integration - Trade Blocks: European Union (EU) and The South Asian Association for Regional Cooperation (SAARC) - International market entry strategies - Market selection – Barriers - Managing Multinational Corporations (MNCs).

UNIT - III

International product decisions: International Product Life Cycle, International Branding and Packaging Decisions - International pricing decisions: Transfer pricing – Dumping - Counter trade – INCO Terms - Export promotion (with regard to India) – Organizational structure – Export financing – Export incentives.

UNIT - IV

Export procedure and documentation, Import Procedures - International institutions: International Monetary Fund (IMF), World Bank group (International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) - International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA) and the International Centre for the Settlement of Investment Disputes (ICSID).

UNIT – V

General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO) - Dispute settlement mechanism under WTO - India's Balance of Trade and Balance of Payment. India's trade: Direction, Composition and Trend - Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) investment into India.

TEXT BOOK

1. *Francis Cherunilam*. 2009. International Business: Text and Cases. [Fifth Edition]. PHI Publishing House, New Delhi.

REFERENCE BOOKS

1. *Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashlak*. 2010. International Management: Managing in a diverse and dynamic global environment. [Second Edition] Tata McGraw Hill, New Delhi.

1. *Charles W L Hill and Arun K Jain*. 2014. International Business: Competing in the Global Market Place. [Tenth Edition]. Tata McGraw Hill, New Delhi.
2. *Bhalla, V.K. and Shiva Ramu, S*. 2010. International Business: Environment and Management. [Thirteenth Edition]. Anmol Publications Pvt. Ltd., New Delhi.
3. *John D. Daniels., Lee H. Radebaugh and Daniel P. Sullivan*. 2012. International Business: Environment and Operations. [Fourteenth Edition]. Pearson Education, New Delhi.

CORE XIII: STRATEGIC MANAGEMENT

Objective of the course: To impart ideas about plans, long term plans and strategies. To create strategist for organizations.

UNIT -I

Evolution - Concept and Characteristics of strategic management, Define strategy -Mintzberg's 5Ps of strategy - Corporate, Business and Functional Levels of strategy -Strategic Management Process. Strategic Intent: Vision, mission and purpose – Business definition, objectives and goals.

UNIT -II

Environmental appraisal - PEST analysis - SWOT analysis - Preparing an ETOP- Organizational appraisal – Dynamics of internal environment - Organization capability profile (OCP) - Strategic advantage profile (SAP). Core competency - Value Chain analysis – Benchmarking.

UNIT -III

Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances and Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Generic Competitive Strategies: Low cost, Differentiation, Focus.

UNIT -IV

Strategic Analysis and choice: Process of strategic choice - Evaluation of strategic alternatives - Corporate portfolio analysis – BCG (Boston Consulting Group) Matrix - GE nine cell matrix – Shell's Directional Policy Matrix. Corporate Parenting - Industry analysis - Porters five force model.

UNIT -V

Strategy implementation and evaluation: Project and Procedural Implementation - Resource allocation - Structural Implementation - Behavioral Implementation - Functional Implementation and Operational Implementation. Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.

TEXT BOOKS

- 1.Charles W.L.Hill and Gareth R.Jones. 1998. Strategic Management Theory: An Integrated approach – Houghton Mifflin Company. [Second Edition]. All India Publisher and Distributors, Chennai.
- 2.Arthur A.Thompson Jr. A.J.Strickland III and John E.Gamble. 1988. Crafting and Executing strategy the quest for competitive advantage, concepts and cases. [Second Edition]. Tata Mc-Graw Hill Publishing Company Ltd., New Delhi.

REFERENCE BOOKS

3. Thomas L. Wheelen, J. David Hunger. 2012. Concepts of Strategic Management and Business Policy. [Twelfth Edition]. Pearson Education Ltd, New Delhi.
4. Fred R. David. 2008. Strategic Management: Concepts and cases. [Second Edition]. Pearson Education, New Delhi.
5. Azhar Kazmi. 1998. Business Policy & Strategic Management. [Second Edition]. Tata McGraw-Hill Publishing Company Ltd., New Delhi.
6. Ramasamy, V.S and Namakumari, S. 1994. Strategic Planning-Formulation of corporate strategy. [Fifth Edition]. Macmillan India Ltd., New Delhi.
7. Mathur, U.C. 2005. Strategic Management. [Fifth Edition]. Macmillan India Ltd., Chennai.

CORE XIV: ENTREPRENEURSHIP DEVELOPMENT

Objective of the course: To make students understand the concept of entrepreneurship and also encourage them to choose entrepreneurship as career choice.

UNIT –I

Entrepreneurship: Concepts, types and functions of entrepreneurs - Entrepreneurial Development in India – Role of entrepreneurs in economic development – Entrepreneurial Development Programme – Phases of Entrepreneurial Development Programme – influence of environmental factors – Training and development of entrepreneurs.

UNIT –II

Business ideas: Project identification and formulation – classification of project feasibility studies – project appraisal methods – project design, network analysis Financial analysis.

UNIT –III

Institutions and development of entrepreneurs – Role of DIC, SISI, SIDCO, NSIC, MAYE, KVIC, TCO'S, ITCOT and Entrepreneurial Guidance Bureau – incentives and subsidies to entrepreneurs and commercial banks in financing entrepreneurs.

UNIT –IV

Promoting enterprises – SSI – MSME – Role and growth of SSI – Regulations governing SSI – incentives and concessions for SSI units – sickness in SSI – causes and remedies.

UNIT –V

Problems and prospects of entrepreneurs – Developing women and rural entrepreneurs – entrepreneurs' motivation.

TEXTBOOK

1. Gupta, C.B. and Srinivasan N.P., Entrepreneurial Development
2. Dr.V.R.Palanivelu, Entrepreneurship Development, Himalaya Publishing House Mumbai

REFERENCE BOOKS

1. Dr.K.Arul & Dr.A.Subanginidevi, Entrepreneurial Development, Shanlax Publication, Madurai.
2. Khanha, Entrepreneurial Development
3. Vasanth Desai, Organisation and Management of Small Industries
4. Saravanel, P., Entrepreneurship Development
5. Tandon, B.C., Environment and Entrepreneurship

ALLIED COURSE IV: BUSINESS APPLICATION SOFTWARE

Objective of the course:

UNIT – I

Introduction to Microsoft Office – MS Word – Creating and Editing Documents – Menus, Commands, Toolbars and Icons - formatting document – Creating Tables – Mail Merger.

UNIT –II

MS Excel: Spreadsheet Overview – Menus, Toolbars, Icons-Creating worksheets – Editing and Formatting – excel Formulas and Functions – Creating a Chart Data Forms, Sort, Filter.

UNIT –III

MS Power Point – Introduction – Menus – Toolbars – Text and Formats – Animation, Art and Sound – Making the presentation template.

UNIT –IV

MS Access: Database overview – Creating a database – Modifying table and Creating form – Query – Creating reports – Mailing Labels.

UNIT –V

MS front Page: Introduction – Create and Manage Complete web sites – Format web sites – Creating a Web page with without wizard.

TEXT BOOKS

1. MS Office 2000 For Every One - Vikas Publishing House Pvt.Ltd., Sanjay Saxena.
2. MS Office 2000 Professional Fast & Easy – June Slton, BPB Publications.
3. Guide to MS Office 2000 PH .- I Loura Acklen.

SEMESTER V

CORE XV: BUSINESS LAW

Objectives of the course: To make students understand the basics of rules and regulations governing business contracts, operating organizations and conducting businesses.

UNIT –I

Business Law – Meaning, Objectives – Sources – law of contract – meaning – types – essential elements of a valid contract.

UNIT -II

Discharge of contract – remedies for breach of contract – agreement not declared void – agreement expressly declared void – wagering agreements.

UNIT –III

Bailment – rights and duties of bailor and bailee - pledge – indemnity – guarantee – mortgage.

UNIT- IV

Law of sale of goods – sale and agreements to sale – their distinctions – types of goods – conditions and warranties – CAVEATEMPTOR– transfer of property – sale by non – owners – performance – remedies for breach – unpaid seller – auction sale.

UNIT-V

Law of agency – creation of agency – classification of agents – duties and rights of an agent and principal – termination of an agency.

TEXT BOOK

1. Kapoor N.D, Business Law, Sultan Chand & Sons

REFERENCE BOOKS

1. RSN Pillai, Bagavathi, Business Law, S. Chand.
2. Shukla M.C., Mercantile Law, S. Chand.
3. P.C. Tulsian, Business Law, TMH.

NON MAJOR SUPPORTIVE COURSE I: BUSINESS ETHICS

Objectives of the course: To impart skills sets and understanding on ethical behavior and teach them on the impact of business ethics in creating a long term branding and profit.

UNIT -I

Introduction to Business Ethics: Definition of Business Ethics - Distinction between Business Ethics and Morality - Need for Business Ethics - Ethics and Organisations - Handling Ethical dilemmas at work - Advantages of Business Ethics.

UNIT -II

Corporate Governance and Corporate Social Responsibility: Definition of Corporate Governance - The concept of 'Stakeholder' - Corporate initiatives in India and abroad - The meaning of Corporate Social Responsibility - Need for Corporate Social Responsibility -Implementation of Corporate Social Responsibility - Benefits of Corporate Social Responsibility.

UNIT -III

The Concept of Sustainable Development - Pollution and Resource Depletion - Ecological Ethics - Conservation of Natural Resources - Business and Environmental Ethics -Developments in India - Eco Friendly Business practices - Benefits of being eco friendly.

UNIT -IV

Workplace Ethics: The Role and importance of ethical behavior at workplace - Factors influencing ethical behaviours at work - Employee Duties and Rights - Discriminatory and Prejudicial Employee Practices - Downsizing the Workforce-Harassments - Guidelines for managing ethics in the workplace.

UNIT -V

Functional Ethics: Ethical issues in Marketing - Ethics in Competition, Advertising and Pricing- Consumer Interest and Consumer Protection; Ethics in Accounting and Finance -Importance of ethics for a finance and accounting professional - Ethical Dilemmas faced by the Department; Ethical issues in HRM.

TEXT BOOK

1. *Rao, A.B.* 2006. Business Ethics and Professional Values. [First Edition]. Excel Books, New Delhi.

REFERENCE BOOKS

2. *Joseph Desjardins.* 2009. Introduction to Business Ethics. [Third Edition]. Tata McGraw Hill Publishing Co. Ltd., New Delhi.
3. *Mathur, U.C.* 2006. Corporate Governance and Business Ethics Text and Cases. [First Edition]. Macmillan India Limited, New Delhi.
4. *Rajiv K.Misra.* 2006. Business Ethics, Code of Conduct for Managers. [First Edition]. Rupa and Co., New Delhi.

5. *Ashok K. Nadhani*. 2009. Business Ethics and Business Communication. [First Edition]. Taxmann Publications (P) Ltd., New Delhi.
6. *Marianne M. Jennings*. 2008. Cases in Business Ethics. [First Edition]. Cengage / Delmar Learning India (P) Ltd., New Delhi.

NON MAJOR SUPPORTIVE COURSE II: LIFE SKILLS & STRESS MANAGEMENT

Objectives of the course: To impart skills sets to deal with situations that create lot of stress and also make them understand the importance of work-life balance.

UNIT -I

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT -II

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

UNIT -III

Implications – People issues – Environmental issues –Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT -IV

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT -V

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

TEXT BOOK

1. Cooper, Managing Stress, Sage, 2011

REFERENCE BOOKS

1. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2009.
2. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
3. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
4. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012

OPERATIONS MANAGEMENT ELECTIVES

MATERIALS MANAGEMENT

Objectives of the course: To make students understand the significance of raw materials and their impact on finished product and profit as well.

UNIT -I

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches master scheduling - manufacturing planning and control system-manufacturing resource planning enterprise resource planning - making the production plan

UNIT -II

Materials requirements planning-bill of materials - resource requirement planning-manufacturing resource planning - capacity management-scheduling orders - production activity control - codification.

UNIT -III

Policy Decisions – objectives-control - Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages - Quantity discount models. Probabilistic inventory models.

UNIT -IV

Establishing specifications-selecting suppliers - price determination-forward buying-mixed buying Strategy - price forecasting-buying seasonal commodities - purchasing under uncertainty – demand management - price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing.

UNIT -V

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control - stores accounting and stock verification - Obsolete, surplus and scrap-value analysis - material handling-transportation and traffic management -operational efficiency productivity - cost effectiveness-performance measurement.

TEXT BOOK

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

REFERENCE BOOKS

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012

4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

SUPPLY CHAIN MANAGEMENT

Objectives of the course: To teach the student on the importance of intermediaries in the logistics and transportation of the products.

UNIT -I

Understanding the Supply Chain – Decision phases and process view of a supply chain – Supply chain performance: Achieving strategic fit and scope – Supply chain drivers and obstacles - Role of information systems – Types of Supply chains.

UNIT -II

Designing the supply chain network – Designing the distribution network in a supply chain – Network design in an uncertain environment. Demand forecasting and aggregate planning in the supply chain – Managing predictable variability. Performance measurement in SCM.

UNIT -III

Planning and managing inventories in a supply chain – Managing economies of scale in the supply chain – Managing uncertainty – Determining optimum level. Flow of materials, importance of time – JIT – Lean supply chain management.

UNIT -IV

Sourcing decisions in the supply chain – Transportation in the supply chain – Pricing and revenue management. Logistics management – Challenges faced – Outsourcing, Warehouse operations.

UNIT -V

Coordination in the supply chain – Information Technology and the supply chain – E-business and the supply chain. E-procurement, E-collaboration, integration of ERP, BPR. Value stream mapping – Lean supplier development – Emerging trends in SCM.

TEXT BOOK

1. *Sunil Chopra and Peter Meindl*. 2010. Supply Chain Management – Strategy, Planning and Operation. [Fourth Edition]. Person Education.

REFERENCE BOOKS

1. *David Simchi - Levi and Edith Simchi – Levi*. 2008. Designing and Managing the Supply Chain. [Third Edition]. Tata McGraw-Hill, New Delhi.
2. *David N. Burt and Donald W. Dobler*. 2008. World Class Supply Chain Management. [Seventh Edition]. Tata McGraw-Hill, New Delhi.
3. *Sahayand, B.S. and Gupta, A.K.* 2004. Supply Chain Management for Global Competitiveness. [Second Edition]. Macmillan India, New Delhi.
4. *Sarika Kulkarni and Ashok Sharma*. 2008. Supply Chain Management. [Sixth Edition]. McGraw-Hill, New Delhi.
5. *Matrin Christopher*. 2007. Logistics and Supply Chain Management. [Second Edition]. Pearson Education. Singapore.

TOTAL QUALITY MANAGEMENT

Objectives of the course: To learn the quality philosophies and tools in the managerial perspective.

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UNIT -I

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT -II

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT -III

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 – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology.

UNIT -IV

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.

UNIT -V

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.

TEXT BOOKS

1. 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
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

REFERENCE BOOKS

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
- 3.

4. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
5. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

HUMAN RESOURCE MANAGEMENT ELECTIVES

HUMAN RESOURCE DEVELOPMENT

Objectives of the course: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development.

UNIT –I

Introduction to Human Resource Development: Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.

UNIT -II

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

UNIT -III

HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.

UNIT -IV

HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

UNIT -V

HRD in Organisations: Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.

REFERENCE BOOKS

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India.

TRAINING & DEVELOPMENT

Objectives of the course: This course is intended to make students understand the application of the principles and training methods for developing human resources in an organization.

UNIT -I

Introduction to Training: Definition, Meaning and Need for Training - The concept of HRD - Importance of Training - Objectives of Training - Overview of Training Functions - Scope and Limitations of training - Training practices in Indian Industry.

UNIT -II

Training Methods: On the job training - Apprentice Training and Job Instruction Training; Off the Job Training – Lecture Method - Vestibule Training – Demonstrations - Use of audio visual aids - Role Play - Case Study.

UNIT -III

Management Development: Definition, objectives and significance of management development – Difference between training and development - Competency Assessment and Competency based Development Programmes - Objectives and methods of management development - Limitations of management development programmes.

UNIT -IV

Management of Training: Training Policy and Plan - Assessment of training needs – Methods and process of needs assessment - Training Design - Factors affecting Training Design - Budgeting for Training - Selection of Trainers.

UNIT -V

Evaluation of Training: Definition and need – Models of Evaluation – Stages of Evaluation - Job Behaviour Evaluation - Cost Benefit Analysis - Strategies to improve the effectiveness of evaluation - Modern Learning and Development Methods – E-Learning – Online Learning – Anytime Learning.

TEXT BOOK

1. *Rao, P.L.* 2008. Training and Development. [First Edition]. Excel Books, New Delhi.

REFERENCE BOOKS

1. *Roger Buckley and Jim Caple.* 2005. The Theory and Practice of Training. [Fifth Edition]. Kogan Page.
2. *Tapomoy Deb.* 2006. Training and Development. [First Edition]. Ane Books India, New Delhi.
3. *Margaret Anne Reid and Harry Barrington.* 2007. Training Interventions: Managing Employee Development. [First Edition]. Jaico Publishing House, New Delhi.
4. *Janakiram, B.* 2010. Training and Development. [First Edition]. Wiley India, New Delhi.
5. *Nakkiram, S. and Karthikeyan, M.* 2007. Training Techniques for Management Development. [First Edition]. Deep and Deep Publications, New Delhi.

INDUSTRIAL RELATIONS

Objectives of the course: To impart the skill sets to work as a team and also to handle labor issues.

UNIT -I

Industrial Relation system – meaning – objectives – scope – Dunlop Model of Industrial Relations – Industrial Relations in India – State and Industrial Relations. Labour Policy -Tripartite Consultations – Indian Labour Conference.

UNIT -II

Industrial Disputes – concepts – causes of industrial disputes – Dynamics of Industrial disputes – Forms of industrial disputes – prevention of industrial disputes – settlement of industrial disputes – preventive and settlement machinery of industrial disputes in India.

UNIT -III

Collective bargaining – objectives – methods – Managements for negotiations – Union organisation for bargaining – Negotiation Process – Recommendation of National Commission on Labour.

UNIT -IV

Trade Unionism – Theories of Trade Unionism – Principles, Philosophy and Policies of Indian Labour – Growth of trade unionism in India – Management of Trade unions – Problems of trade unions.

UNIT -V

Grievances – meaning – causes – procedure – disciplinary action – procedures for punishment - types of punishment.

TEXT BOOK

1. Memoria, C.B., “Dynamics of Industrial Relations in India”, Himalaya Publishing House, Bombay, 1992.

REFERENCE BOOKS

1. John T. Dunlop : “Industrial Relations System”, Henry Holt and Company, New York, 1958.
2. Flanders Allen : “Trade Unions”, The English Languages Book Society, London, 1963.
3. Loyd G. Reynolds : “Labour Economics and Labour Relations”, Prentice Hall of India PVT. Ltd., New York, 1978.
4. Danial Quinn Mills : “Labour Management Relations”, MacGraw Hill Books Company, New York, 1978.
5. Marry. S, “Collective bargaining”, Asia Publishing House, Bombay, 1980.

MARKETING MANAGEMENT ELECTIVES

RETAIL MANAGEMENT

Objectives of the course: To make students understand the important of retail sector in the development of business and economy.

UNIT -I

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 -II

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT -III

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 -IV

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

UNIT -V

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TEXTBOOKS

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

REFERENCE BOOKS

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3 rd Edition, 2009.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008

RURAL MARKETING

Objectives of the course: This course is intended to benefit the students in understanding the importance, growth, challenges, and opportunities in the rural marketing.

UNIT -I

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context - Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing- A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

UNIT -II

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium- Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

UNIT -III

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing - Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing - Sales force Management in Rural Marketing.

UNIT -IV

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing - CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies - Consumer Education & Consumer Methods in Promotion of Rural Marketing Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT -V

e-Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

TEXTBOOKS

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash pandey New age publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani

REFERENCE BOOKS

1. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
3. Rural Marketing – U.C.Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers
5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)

SERVICES MARKETING

Objectives of the course: This course is intended to benefit the students in understanding the uniqueness, importance, growth, challenges, and opportunities in the services marketing.

UNIT -I

Importance of services sector – Nature and types of services – Difference between services and goods marketing – services marketing triangle.

UNIT -II

Environment for services marketing – macro and micro environments – understanding service customers – models of service consumer behavior – customer expectations and perception – service quality and GAP model.

UNIT -III

Market segmentation and selection – service market segmentation – targeting and positioning.

UNIT -IV

Services marketing Mix – Need for expanded marketing mix – planning for services offer – pricing – promotion and distribution of services – management of people – process and physical evidence – matching demand for and supply of services.

UNIT -V

Service marketing applications – Marketing Of Financial, Hospitality, Hospital, Tourism And Educational Services – International Marketing Of Services And Gats.

TEXT BOOKS

1. Christopher, H. Lovelock, Services Marketing, Pearson Education India

REFERENCE BOOKS

1. Adrian Payne, Services Marketing, PHI
2. Zeithaml, V.A. & M.J. Bitner, Services Marketing
3. Rao, Services Marketing, Pearson Education India
4. Sinha, P.K. and Sahoo S.C. Services Marketing, HPH.
5. Ravishankar, Services Marketing, Lalvani.

FINANCIAL MANAGEMENT ELECTIVES

PORTFOLIO MANAGEMENT

Objectives of the course: To make students understand the critical need of portfolio management.

UNIT – I

Portfolio management – meaning – Elements of portfolio management- portfolio risk – Diversification.

UNIT -II

Fundamental analysis - Economic analysis - Industry analysis – Company analysis.

UNIT -III

Technical analysis – tools of technical analysis – Dow theory–major trends – Principles of technical analysis – Charts and trends – different patterns.

UNIT -IV

Efficient market hypothesis – weak form – semi-strong form - strong form –Random walk theory – assumptions and limitations.

UNIT -V

Portfolio management– Stages – portfolio construction – revision – evaluation of portfolio performance – criteria.

TEXT BOOK

1. Security analysis and portfolio management – V.A. Avadhani– Himalaya publishing house.

REFERENCE BOOKS

1. Security analysis and portfolio management – Donald Fisher and Ronald Jorden –
2. Security analysis and portfolio management – Punithavathy Pondian- Vikas publication

MERCHANT BANKING AND FINANCIAL SERVICES

Objectives of the course: To enable student to understand the modes of issuing securities and acquire financial evaluation technique of leasing and hire purchase

UNIT -I

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT -II

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT -III

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT -IV

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT -V

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfaiting – Venture Capital.

TEXTBOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012.
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

REFERENCES BOOKS

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.

PROJECT MANAGEMENT

Objectives of the course: To enable student to understand the issues involved in the management of projects.

UNIT -I

Project Management – Definition – Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

UNIT -II

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

UNIT -III

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

UNIT -IV

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

UNIT -V

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

TEXT BOOKS

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

REFERENCE BOOKS

1. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
2. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

SYSTEMS MANAGEMENT ELECTIVES

DATA BASE MANAGEMENT SYSTEM

Objectives of the course: To enable student to understand the importance of data and its effective management.

UNIT –I

Introduction: Database System Applications -Purpose of Database Systems -View of Data - Database Languages -Transaction Management -Database Architecture -Database users and Administrators. Relational Model: Structure of Relational Databases -Database Design -ER Model - Overview of the Design Process –The Entity- relationship Model -Constraints -Entity Relationship Diagrams.

UNIT -II

Relational Algebra Operations -Relational Languages: The Tuple —Relational Calculus - The Domain Relational Calculus -SQL: Background -Data Definition - Basic Structure of SQL Queries - Set Operations -Aggregate Functions -Null Values - Nested Sub- Queries -Views - Modification of the Database

UNIT-III

PL/SQL: A Programming Language: History -Fundamentals -Block Structure Comments- Data Types - Other Data Types -Declaration -Assignment operation – Bind variables - Substitution - Variables - Arithmetic Operators. Control Structures and Embedded SQL: Control Structures -Nested Blocks -SQL in PL/SQL –Data Manipulation -Transaction Control statements.

UNIT -IV

PL/SQL Cursors and Exceptions: Cursors -Implicit & Explicit Cursors and Attributes -Cursor FOR loops -SELECT...FOR UPDATE -WHERE CURRENT OF clause- Cursor with Parameters - Cursor Variables -Exceptions -Types of Exceptions.

UNIT -V

PL/SQL Composite Data Types: Records. -Tables -Varrays. Named Blocks: Procedures – Functions - Packages -Triggers -Data Dictionary Views.

TEXTBOOKS

1. "Database System Concepts", Abraham Silberschatz, Henry F .Korth, S.Sudarshan , TMH 5th Edition (Units -I, II).
2. DATABASE SYSTEMS USING ORACLE -Nilesh Shah, 2nd edition, Prentice Hall 25 of India Private Limited, New Delhi.

E-COMMERCE

Objectives of the course: To enable student to understand the role of electronic commerce in the business development.

UNIT –I

E-commerce and its Technological Aspects- Overview of developments in Information Technology and Defining E-Commerce: The scope of E commerce, Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce, Produce a generic framework for E-Commerce, Architectural framework of Electronic Commerce, Web based E Commerce Architecture. Consumer Oriented E Commerce

UNIT –II

E-Retailing: Traditional retailing and e retailing, Benefits of e retailing, Key success factors, Models of e-retailing, Features of e retailing. E services: Categories of e-services, Web-enabled services, matchmaking services, Information-selling on the web, e entertainment, Auctions and other specialized services. Business to Business Electronic Commerce

UNIT –III

Electronic Data Interchange: Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security. Electronic Payment Systems, Need of Electronic Payment System: Study and examine the use of Electronic Payment system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment. Digital economy: Identify the methods of payments on the net – Electronic Cash, cheques and credit cards on the Internet.

UNIT –IV

Security in E Commerce - Threats in Computer Systems: Virus, Cyber Crime Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server.

UNIT –V

Issues in E Commerce - Understanding Ethical, Social and Political issues in E-Commerce: A model for Organizing the issues, Basic Ethical Concepts, Analyzing Ethical Dilemmas, Candidate Ethical principles Privacy and Information Rights: Information collected at E-Commerce Websites, The Concept of Privacy, Legal protections Intellectual Property Rights: Types of Intellectual Property protection, Governance.

TEXT BOOKS

1. Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd.

REFERENCE BOOKS

1. RaviKalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.

2. Efraim Turban, Jae Lee, David King, H. Michael Chung, "Electronic Commerce—A Managerial Perspective", Addison-Wesley.
3. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI,
4. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3rd Edition, Pearson Education.

KNOWLEDGE MANAGEMENT SYSTEM

Objectives of the course: To make students understand the need and importance of knowledge and its management.

UNIT -I

Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

UNIT -II

Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

UNIT -III

Knowledge acquisition and creation tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.

UNIT -IV

Organisational culture, Organisational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organisational levels, Knowledge reuse, Knowledge repositories.

UNIT -V

Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.

TEXTBOOK

1. Kimiz Dalkir, Knowledge Management in Theory and Practice, Butterworth – Heinemann 2011

REFERENCE BOOKS

1. Stuart Barnes, Knowledge Management Systems – Theory and Practice, Cengage Learning, 2002.
 2. Steven Cavaleri and Sharon Seivert with Lee W. Lee, Knowledge Leadership – The Art and Science of Knowledge based organisation, Butterworth – Heinemann, 2008.
 3. Shelda Debowski, Knowledge Management, Wiley India, 2007.
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Annexure 1

PROJECT WORK VIVA-VOCE

TITLE

A project report submitted to the Periyar University in partial fulfillment of the requirements for
the award of the degree of

BACHELOR OF BUSINESS ADMINISTRATION

By

Name of the student

Reg. No.....

Under the guidance of

Name of the guide

Department, College Name and place

Month and year of submission

Annexure 2

CERTIFICATE

This is to certify that the project entitled, "TITLE", is a bonafide work carried out by Reg. No.under my supervision and guidance during the academic year in partial fulfillment of the requirements for the award of the degree of BACHELOR OF BUSINESS ADMINISTRATION and the work is an original one and has not formed basis for the award of any degree, diploma, associate ship, fellowship of any other similar title.

GUIDE SIGNATURE

HOD SIGNATURE

Project work evaluation viva – voce examination conducted on

INTERNAL EXAMINER

EXTERNAL EXAMINER

Annexure 3

DECLARATION

I hereby declare that this project work entitled “TITLE” submitted to the PERIYAR UNIVERSITY, SALEM in partial fulfillment of the requirements for the award of BACHELOR OF BUSINESS ADMINISTRATION is an original one and has not been submitted earlier either to this university or to any other institution for the award of any degree / diploma.

Date :

Candidate signature

Place:

Annexure 4
BUSINESS PLAN REPORT

TITLE

A business plan submitted to the Periyar University in partial fulfillment of the requirements for
the award of the degree of

BACHELOR OF BUSINESS ADMINISTRATION

By

Name of the student

Reg. No.....

Under the guidance of

Name of the guide

Department, College Name and place

Month and year of submission

Annexure 5

CERTIFICATE

This is to certify that the business plan entitled, “TITLE”, is a bonafide work carried out by Mr/Ms/..... Reg. No.under my supervision and guidance during the academic year in partial fulfillment of the requirements for the award of the degree of BACHELOR OF BUSINESS ADMINISTRATION and the work is an original one and has not formed basis for the award of any degree, diploma, associate ship, fellowship of any other similar title.

GUIDE SIGNATURE

HOD SIGNATURE

Business plan evaluation viva – voce examination conducted on

INTERNAL EXAMINER

EXTERNAL EXAMINER

Annexure 6

DECLARATION

I hereby declare that this business plan entitled “TITLE” submitted to the PERIYAR UNIVERSITY, SALEM in partial fulfillment of the requirements for the award of BACHELOR OF BUSINESS ADMINISTRATION is an original one and has not been submitted earlier either to this university or to any other institution for the award of any degree / diploma.

Date :

Candidate signature

Place: