

DEPARTMENT OF COMMERCE
B.B.A. Business Administration
U.G. PROGRAMME
SYLLABUS

Effective from the Academic Year 2012-2013



Loyola College (Autonomous)
Chennai- 600 034



BBA CURRICULUM JUNE 2012-2013

BBA I YEAR

I SEMESTER					
SEM	CATE-GORY	CODE	TITLE	HOURS	CREDITS
I			Lang	6	3
I			GE	6	3
I	MC	BU1502	Financial Accounting	6	6
I	MC	BU1503	Business Environment	3	3
I	AR 1	BC1100	Elements of Statistics	6	4
I			FC	3	1
I			CCA		
1st Semester Total No. Of Hours				30	20

II SEMESTER					
SEM	CATE-GORY	CODE	TITLE	HOURS	CREDITS
II			Lang	6	3
II			GE	6	3
II	MC	BU2502	Business Management	6	6
II	MC	BU2503	Management Information System	3	3
II	AR 2	CA2100	Web commerce	6	4
II			FC	3	1
II			CCA		1
IInd Semester Total No. Of Hour				30	21



BBA II YEAR

III SEMESTER					
SEM	CATE-GORY	CODE	TITLE	HOURS	CREDITS
III			GE	6	3
III	MC	BU3502	Legal Aspects Of Business	6	6
III	MC	BU3503	Principles Of Marketing	6	6
III			Allied Optional (AO 1)	6	4
III			T/EG	3	1
III			FC	3	1
III			ORA		
IIIrd Semester Total No. Of Hour				30	21

III SEMESTER (ALLIED OPTIONAL (AO) & ELECTIVE GENERAL(EG) OFFERED BY BBA)					
SEM	CATE-GORY	CODE	TITLE	HOURS	CREDITS
III	AO 1	BU3202	INDUSTRIAL RELATIONS (OFFERED TO B.Com & B.Com (Corp))	6	4
III	EG 1	BU3300	ORGANISATIONAL BEHAVIOUR (OFFERED TO ANY DEPT. EXCEPT BBA)	3	1

IV SEMESTER					
SEM	CATE-GORY	CODE	TITLE	HOURS	CREDITS
IV			GE	3	1
IV	MC	BU4503	Business Ethics & CSR	3	3
IV	MC	BU4504	Company Accounts	6	6
IV	MC	BU4505	Logistics & Supply Chain Management	6	6
IV	AO		AO	6	4
IV			T/EG	3	1
IV			FC	3+3	2
IV			ORA		2
IVth Semester Total No. Of Hour				30(+3)	25



IV SEMESTER (ALLIED OPTIONAL (AO) & ELECTIVE GENERAL(EG) OFFERED BY BBA)					
SEM	CATE-GORY	CODE	TITLE	HOURS	CREDITS
IV	AO 2	BU4200	STRATEGIC MANAGEMENT (OFFERED TO BCA, B.Com & B.Com (Corp))	6	4
IV	EG 2	BU4300	KNOWLEDGEMANAGEMENT (OFFERED TO ANY DEPT. EXCEPT BBA)	3	1

BBA III YEAR

V SEMESTER						
SEM	CATE-GORY	CODE	TITLE		HOURS	CREDITS
V	MC	BU5010	SSP (Optional)			2
v	MC		SSP (Optional)			2
V	MC	BU5506	Strategic Management		6	6
V	MC	BU5507	Cost Accounting		6	6
V	MC	BU5508	Human Resource Management		6	6
V	MC	BU5509	Financial Management		6	6
V	ES 1	BU5402/ BU5403	Financial Services	Rural Marketing	3	2
V	ES 2	BU5404/ BU5405	Introduction To Investment Management	International Marketing	3	2
Vth Semester Total No. Of Hour					30	28

VI SEMESTER						
SEM	CATE-GORY	CODE	TITLE		HOURS	CREDITS
VI			Major Specialization General Management			
			SSP (Optional)			
VI	MS 1	BU6604	Production Management		5	5
VI	MS 2	BU6605	Project Management		5	5
VI	MS 3	BU6606	Accounting For Managers		5	5
VI	SK	BU6651	Organizational Dynamics		15	15
VIth Semester Total No. Of Hour					30	30

BU 1502 - FINANCIAL ACCOUNTING

SEMESTER : I
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. To enable the students to understand the need for making adjustments while preparing final accounts of a sole trader.
2. To facilitate students to convert incomplete records into systematic accounting.
3. To familiarise the accounting procedure for different kinds of businesses Viz., Branch, Hire Purchase, Departments etc.

Unit 1: FINAL ACCOUNTS

Final accounts of sole trader - Depreciation Accounting- meaning, causes, objectives, methods - Straight Line and Diminishing Balance including change in the method of depreciation.

Unit 2: SINGLE ENTRY

Single entry – meaning, features and limitations – Net worth method- Conversion method – Self-balancing ledgers.

Unit 3: BRANCH ACCOUNTS

Branch Accounts – need - dependent branch- features – inter branch transfers debtors system - Stock and Debtors system.

Unit 4: HIRE PURCHASE

Hire purchase features, terms – maintenance of accounts in HP – books of hire purchaser and hire vendor - default and repossession – debtors system – Hire purchase trading account – Hire purchase vs. Installment.

Unit 5: DEPARTMENTAL ACCOUNTS

Departmental accounts – purpose, allocation of expenses – departmental trading account - Inter-department transfers at cost & at margin – general profit/loss account - balance sheet – Insurance Claims, loss of stock only.

COURSE TEXTS

1. Reddy & Murthy, *Financial Accounting*, Margham Publications, Chennai, 2013.

COURSE REFERENCES

1. R.L.Gupta &V.K.Gupta, *Financial Accounting*, Sultan Chand Publications, New Delhi, 2009.
2. Jain & Narang, *Financial Accounting*, Kalyani Publishers, Patiala, 2009.
3. Tulsian P.C, *Financial Accounting*, Tata McGraw-Hill Publication, New Delhi, 2009.



BU 1503 - BUSINESS ENVIRONMENT

SEMESTER : I
CATEGORY: MC

CREDIT : 3
NO. OF HOURS/ WEEK : 3

OBJECTIVES:

1. To enable the students to have an overview of Business Environment.
2. To provide opportunities to analyze and appreciate the need for business environment.
3. To relate the relevance of business environment components and its impact on business and society.

Unit 1: BUSINESS ENVIRONMENT- AN OVERVIEW

Nature & Scope of business – Business Environment – Types – Micro & Macro Environment – Environmental Analysis & Strategic Management process – Importance & limitations – Approaches to Environmental Analysis.

Unit 2: POLITICAL ENVIRONMENT

Constitutional Environment – Features – Fundamental Rights & Duties - Functions & Economic Roles of the State – Consumer Protection Act - Environment Protection Act – Competition Act.

Unit 3: ECONOMIC ENVIRONMENT

Features and Functions of Economic System – Types of Economic System – Merits, Demerits & Comparison – Economic Planning in India - Five Year Plans in India – Economic Parameters.

Unit 4: SOCIAL & CULTURAL ENVIRONMENT

Demographic Environment – Development Index - Culture & Business – Impact of foreign culture on business - Business & Society - Social Responsibilities of business towards different groups.

Unit 5: GLOBAL ENVIRONMENT

Globalization – Meaning & rationale for Globalization – Role of WTO & GATT – Trading blocks in Globalization – Impact of Globalization on India.

COURSE TEXTS

1. C.B.Gupta, *Business Environment*, Sultan & Chand Publications, New Delhi, 2013

COURSE REFERENCES

1. Dr.Francis Cherunilam, *Business Environment*, Himalaya publishing House, Mumbai, 2000
2. Sankaran, *Business Environment*, Margham Publications, Chennai, 2013.



BC1100 - ELEMENTS OF STATISTICS
(w.e from A.Y 2013 -2014)

SEMESTER: I
CATEGORY: AR 1 (for B.B.A / B.Com (CS))

CREDIT : 4
NO. OF HOURS/WEEK: 6

OBJECTIVES:

1. To introduce the basic concepts of Statistics.
2. To expose Statistical techniques for business data analysis.

Unit 1: INTRODUCTION

Origin and development of statistics – Definition of statistics – Importance and scope of Statistics – Limitations of statistics – Misuse of statistics – Collection of data: Census Method – Sampling method – Simple, Stratified, Systematic random sampling – Judgment, Convenient, Quota sampling – sampling error.

Unit 2: PRESENTATION OF DATA

Diagrammatic representation of data – Bar diagram – Pie diagram – Histogram – O gives - Frequency polygon and frequency curve – Pictogram and cartogram – Measures of central tendency : Simple average, Mean, Median, and Mode – Geometric mean and harmonic mean – Weighted arithmetic mean.

Unit 3: MEASURES OF DISPERSION

Range – Quartile deviation – Mean deviation – Standard deviation – Coefficient of variation – Combined mean and standard deviation – Skewness : Karl Pearson and Bowley's coefficient of skewness.

Unit 4: CORRELATION & REGRESSION

Scatter diagram – Karl Pearson's coefficient of correlation – Rank correlation – Regression: Importance of regression analysis – Regression equations.

Unit 5: TIME SERIES

Components of time series – Measurements of trend – Graphical method, Semi average method, Moving average method and method of least squares – Measurements of seasonal variation – Method of simple averages, Ratio-to-trend method, Ratio-to-moving average method and link relative method.

COURSE TEXT:

1. S.P. Gupta ,*Statistical Methods* , Sultan Chand & Sons Publishers, New Delhi, 2010.

COURSE REFERENCES:

1. P.R.Vittal, *Business Statistics*, Margham Publishers, Chennai, 2013.
2. S.G. Gupta & V.K. Kapoor, *Fundamentals of Applied Statistics* , Sultan Chand & Sons Publishers, New Delhi. 2010.



BU 2502 - BUSINESS MANAGEMENT

SEMESTER : II
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. To enable the students to appreciate the contribution made by management thinkers towards the basic principles and functions of management.
2. To familiarize students with the principles, functions and techniques used to effectively manage business enterprises.
3. To provide opportunities to apply the general functions of management in day-to-day managerial practice.

Unit 1: MANAGEMENT

Definition & Meaning of management – Functions of Management– Managerial skills – Levels of management – Roles of manager, Management as a Science or Art – Approaches to management – Contribution to management thinking by F.W.Taylor, Henry Fayol, Peter Drucker and Hawthorne experiment.

Unit 2: PLANNING

Planning – Nature – Importance – Process of planning – Types of planning – Planning methods (Objectives – policies - Procedures –Strategies & Programmes) – Obstacles to effective planning Decision making – Steps – Types – Decision Tree.

Unit 3: ORGANISING

Organizing - Nature & Importance – Principles of Organizing Delegation & Decent realization – departmentation – Span of Management. Organizational structure – Line & staff and functional – Organizational charts and manual – making organizing effective– Staffing – Recruitment – Selection – Training promotion and appraisal- The need for methods for management development.

Unit 4: DIRECTING

Function of directing - Motivation – Theories of motivation (Need hierarchy theory- hygienic approach- Expectancy Theory) 4 Motivation techniques - Communication – Function – Process – Barriers to effective communication Leadership – Definition – Theories and approach to leadership - Styles of leadership – Types.

Unit 5: CONTROLLING

Nature – Problems – Effective coordination- Control – Nature – Basic control process – Importance – Control techniques-traditional and non- traditional Control devices – Use of Computers in managing information.

COURSE TEXTS:

1. Dinkar Pagare, *Principles of Management*, Sultan Chand & Sons, New Delhi, 2003.
2. C.B.Gupta, *Business Management*, Sultan Chand & Sons, New Delhi, 2000.



LOYOLA COLLEGE (AUTONOMOUS)
CHENNAI - 600 034.

COURSE REFERENCES:

1. Koontz, O'Donell, Weirich, *Essentials of Management*, Tata McGrawHill Publishing Company, New Delhi 5th Edition (1998).
2. Sherlekar & Sherlekar, *Principles of Business Management*, HPH, New Delhi, 2000.



BU 2503 - MANAGEMENT INFORMATION SYSTEMS (MIS)

SEMESTER : II
CATEGORY: MC

CREDIT : 3
NO. OF HOURS / WEEK: 3

OBJECTIVES:

1. To provide students an understanding of concepts of MIS.
2. To expose students on the recent development in MIS Systems.

Unit 1: INTRODUCTION

Definition – characteristics – functions – pros and cons - structure - MIS support for planning - Organizing – Staffing - coordinating - Directing and controlling - Information for decision making.

Unit 2: INFORMATION SYSTEM

System: Concept – characteristics – organization as a system. Information System: meaning – definition – features – needs – roles - major challenges of information system.

Unit 3: INFORMATION SYSTEM PROCESSING

Financial information - Marketing information - Personnel information – Production information - Materials information – Accounting information – input – output – model – advantages and disadvantages.

Unit 4: SYSTEM DEVELOPMENT LIFE CYCLE

Introduction - System Investigation - Feasibility Study , System Analysis - Analysis Stages, System Design – Tools – DFD – ER, System Implementation – Implementation Stages - System Maintenance – Meaning - Needs .

Unit 5: INFORMATION SYSTEM APPLICATION

Introduction – Features - Data warehousing – Data Mining. Enterprise Resource Planning (ERP) – Definition – Ideal ERP System – pros and cons. E-Customer Relationship Management –Needs – Levels – Application. Decision support system – Components – Benefits.

COURSE TEXTS :

1. Murthy C S V, *Management Information Systems: Text & Application*, Himalaya Publishing House, 2008.
2. Sadagopan .S, *Management Information Systems*, PHI Learning, 2012.

COURSE REFERENCES:

1. George M. Marakas, O' Brien James A, Ramesh Behl, *Management Information Systems*, Tata McGraw-Hill Education, 2009.
2. Gupta A. K., *Management Information Systems*, Sultan Chand Publishing, 2010.



CA 2100 – WEB COMMERCE

SEMESTER : II
CATEGORY: AR 2

CREDIT : 4
NO. OF HOURS/WEEK: 6

OBJECTIVES:

- 1. To impart knowledge in business through web and the internet basics, mail, secure mails, documentation , publications.*
- 2. To enhance the knowledge of students in different payment modes and the security through the internet.*

Unit 1: INTRODUCTION

The electronic commerce environment- the electronic marketers- the catalyst of electronic and web commerce-elements of e-commerce - applications of web commerce- benefits of web commerce- elements of successful market place- security issues and approaches –electronic market place technologies.

Unit 2: E-COMMERCE

Definitions of e-commerce-electronic data interchange- migrations to open EDI- electronic commerce with WWW- opportunities – web statistics- commerce Net advocacy- secure commerce requirements- secure transport protocols- S-HTTP,SSL- secure transaction- secure electronic payment- secure electronic Transaction-security on web servers and enterprise networks.

Unit 3: ELECTRONIC PAYMENT SCHEMES

Internet monetary payment and security requirements-payment and purchase order process-online electronic cash- E-cash interoperability-electronic payment schemes- MasterCard / Visa secure electronic transaction- E-mail and secure E-mail technologies for electronic commerce.

Unit 4: COMPUTER SECURITY

Need for computer security – reasons for information security- types of risks-specific iintuder approaches-mechanisms for internet security – encryption-conventional encryption- public key encryption- applications of encryption- approaches for enterprise level security-antivirus programs.

Unit 5: INTERNET RESOURCES FOR COMMERCE

Introduction to internet resources for commerce-internet applications for commerce-internet charges- searching the internet-gathering information-search tools-Web based electronic publishing-application tools-publishing on the internet-electronic journals on the web.

COURSE TEXTS

1. Minoli Daniel, Minoli Emma, ” Web Technology Handbook”, Tata McGraw Hill,1999.



LOYOLA COLLEGE (AUTONOMOUS)
CHENNAI - 600 034.

COURSE REFERENCE:

1. Ravi Kalakotar, Andrew B. Whinston, *Frontiers of Electronic Commerce*, Addison-Wesley, 2010.
2. Kenneth C. Laudon, Carol Guerico Traver, *E-Commerce Business, Technology, Society*, Pearson Education, 2011.



BU3502 - LEGAL ASPECTS OF BUSINESS

SEMESTER : III
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. To enlighten the students the elements of general contract and special contracts.
2. To enable the students to understand and deal with various contracts in his day-to-day life, be it for his business or profession.
3. To expose the students to legislation relating to sales.

Unit 1: CONTRACT ACT – AN OVERVIEW

Nature of a contract - kinds of contracts- Offer - acceptance - Consideration - Capacity to contract.

Unit 2: LEGAL ASPECTS OF CONTRACT

Free consent - Legality of object - Contingent contract -Performance of contract - Discharge of contract.

Unit 3: LAW OF INSURANCE

Nature and characteristics of insurance contracts - principles of insurance - Life insurance - Fire insurance - Marine insurance - Carriage - Private carrier and common carrier - Rights of common carrier - Duties of common carrier -Liabilities of a common carrier.

Unit 4: AGENCY & SALE OF GOODS ACT

Agency - Kinds of agent - Duties of an agent -Liabilities of an agent - Sale of goods - Difference between sale and agreement to sell - Conditions and warranties - Transfer of property - Performance of contract of sale - Rights of unpaid seller.

Unit 5 : VAT & SERVICE TAX

Meaning – objectives – advantages – disadvantages of VAT – tax credit system – set off of tax credit – levy of VAT – Service tax.

COURSE TEXTS:

1. N.D.Kapoor, *Element of Mercantile Law*, Sultan Chand & Sons, New Delhi, 2003.
2. V.Balachandran & S. Thothadri, *Business Law*, Tata Mc. Graw Hill Publication, 2011.

COURSE REFERENCES:

1. M.C.Sukla, *Mercantile Law*, S.Chand& Co., New Delhi, 2003.
2. R.S.N.Pillai&Baghavathi, *Business law*, S.Chand& Co., 2004.
3. Datey V.S., *Students worksheet on Service tax and VAT*, Taxman publications,2010.



BU3503 – PRINCIPLES OF MARKETING

SEMESTER : III
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. To enable the students to understand the elements of the complex world of marketing.
2. To impart to the students the need for marketing science in the modern business world.

Unit 1: INTRODUCTION

Definition of markets, Marketing and Marketing Management - Marketing and consumer environment - Marketing Mix - understanding the consumer, consumer markets and business markets.

Unit 2: PRODUCT

Marketing Segmentation, Targeting and Positioning. - Product - New product development - Product mix and product life cycle strategy - product levels and product lines - Branding, Packaging and Labeling.

Unit 3: PRICING AND PLACE

Pricing - factors to consider for pricing - internal and external, including pricing objectives - methods of pricing - adopting the price- Marketing channels and its nature - their functions and types - Channel design management - Channel behavior, organisation and conflict.

Unit 4: PROMOTION

Promotion - a view of the communication process - Setting the communication objectives - Steps in developing effective communication - Setting the total promotion budget - Setting the promotion mix.

Unit 5: CREATING COMPETITIVE ADVANTAGE

Competitor Analysis – Identifying Competitor – Assessing Competitor – Selection Competitor To Attack And Avoid – Designing A Competitive Intelligence System – Competitor Strategy – Approaches to Marketing Strategies – Basic Competitive Strategies – Competitive Positions – Market Leader Strategies – Market Follower Strategies – Market Nicher Strategies – Balancing Customer And Competitor Orientation.

COURSE TEXT

1. Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri, Ehsan ul Haque, *Principles of Marketing*, A South Asian Perspective, PHI pubn. 13 Edition, 2012.
2. Dr. R L Varshney & Dr. S L Gupta, *Marketing Management - An Indian Perspective*, 2002.

COURSE REFERENCES

1. William J Stanton, Michael J Etzel, Bruce J Walker, *Fundamentals of Marketing*, Mc GrawHill, 1994.



BU3202 - INDUSTRIAL RELATIONS

SEMESTER: III
CATEGORY: AO1

CREDIT : 4
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. To introduce the basic concepts of industrial relations to the students.
2. To familiarize the students with the terms of collective bargaining in the light of industrial conflicts.
3. To enable the students to understand the nature of grievances and indiscipline that exist in an organization.

Unit I – INTRODUCTION

Concepts of industrial relations – definition – characteristics – scope – factors influencing industrial relations - key players in a system of industrial relations– approaches to the study of industrial relations.

Unit II - INDUSTRIAL CONFLICTS

Definition of Industrial conflicts – causes – types of conflicts – strikes - lockout - picketing - gheraoing – prevention of strikes – works committees – labour welfare officer – code of discipline- collective bargaining – participative management – settlement of disputes – conciliation - arbitration.

Unit III – COLLECTIVE BARGAINING

Definition –characteristics of collective bargaining – scope of bargaining agreements – steps in collective bargaining – collective bargaining in India - worker’s participation in management – characteristics – levels of participation – kinds of participation – joint councils –shop councils – Unit councils – plant councils- Indian experiences.

Unit IV – TRADE UNIONS

Definition – characteristics – functions objectives of Indian trade unions – INTUC – AITUC – HMS – CITU – Problems facing Indian trade unions – solutions.

Unit V – GRIEVANCE AND INDISCIPLINE

Grievance – nature and causes of indiscipline – grievance procedure – disciplinary procedure – indiscipline – causes of indiscipline – measures to curb indiscipline.

COURSE TEXT:

1. Mamoria . C. B., *Dynamics of Industrial relations*, Himalaya Publications, 2004.

REFERENCE TEXT:

1. Mamoria, C. B., *Personnel Management* , Himalaya Publications, 2005.
2. SubbaRao. P., *Essential of Human Resources Management & Industrial Relations*, Himalaya publications, 2005.



BU3300 - ORGANISATIONAL BEHAVIOUR

SEMESTER: III
CATEGORY: EG 1

CREDIT : 1
NO. OF HOURS / WEEK: 3

OBJECTIVES :

1. *To familiarize the students with the behavioural patterns of human beings at individual and group levels in the context of an Organization, which in its turn is influenced by the environment enveloping it.*
2. *To enhance the students with regard to knowledge, Prediction and control of human behaviour.*

Unit 1: FOCUS AND PURPOSE

Frame work of organisational behaviour – characteristics of organisational behaviour – objectives – social sciences associated with the study of organisational behaviour – models of organisational behaviour – challenges.

Unit 2: INDIVIDUAL BEHAVIOUR

Personality — Factors influencing personality – Learning – Theories of learning. Attitudes — Values - Perceptions – Factors influencing perception – impression management.

Unit 3: GROUP BEHAVIOUR

Characteristics of groups – types of groups – formal and informal groups – stages of group formation – Groups roles – Group tasks— Group cohesiveness – group conflict.

Unit 4: LEADERSHIP AND POWER

Meaning – Importance – Leadership styles – Theories of leadership — Sources of power – Power and Politics.

Unit 5: ORGANIZATIONAL CULTURE

Characteristics and functions of Organizational culture – kinds of culture – changing the culture in the organisation – organisational change – resistance to change – managing resistance to change.

COURSE TEXT:

1. Stephen P. Robins, *Organisational Behavior*, PHI Learning / Pearson Education, 11th edition, 2008.
2. Udai Pareek, *Understanding Organisational Behaviour*, 2nd Edition, Oxford Higher Education, 2010.

REFERENCE TEXT:

1. Schermerhorn, Hunt and Osborn, *Organisational behavior*, John Wiley, 9th Edition, 2008.
2. Fred Luthans, *Organisational Behavior*, McGraw Hill, 11th Edition, 2001.



BU4503 - BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

SEMESTER : IV
CATEGORY: MC

CREDIT : 3
NO. OF HOURS / WEEK: 3

OBJECTIVES :

1. *To acquaint the students understand the importance of values in business.*
2. *To acquaint them with the latest trends in corporate social responsibility.*
3. *To bring out the social responsibility of business.*

Unit 1: CORPORATE ETHICS

Values – concepts – types and formation – principles of managerial ethics – relevance of ethics and values in business.

Unit 2 : CORPORATE SOCIAL RESPONSIBILITY (CSR)

Social responsibility of a business firm – stakeholders – response of Indian firms towards CSR.

Unit 3 : CSR AND CONSUMER PROTECTION

Consumerism – unethical issues in sales, marketing and technology – competitive strategy.

Unit 4 : BUSINESS AND ECO SYSTEM

Markets for eco system services – issues and opportunities for business in socially and environmentally sensitive world – social and environmental problems and shaping market – 3 P's of sustainability – people – planet – profit.

Unit 5 : ROLE OF GOVERNMENT

Regulatory framework – SEBI – Competition Act - Competition Commission of India.

COURSE TEXT:

1. Baxi C.V. & Prasad Ajit, *Corporate social responsibility*, Excel Books, 2005.

REFERENCE TEXT:

1. KaurTripat, *Values and ethics in management*, Galgotia publications, 2007.
2. Chakraborty S.K. , *Human values for managers*, Excel Books, 2005.
3. Badi R.V. & Badi N.V., *Business ethics*, Vrinda Publications, 2010.

BU4504 - COMPANY ACCOUNTS

SEMESTER : IV
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

- 1. To familiarize students with the accounting treatment for issue shares and debenture to run the company with long term source of funds.*
- 2. To enable students to prepare the financial statements of Joint Stock Companies.*
- 3. To highlight the procedure for valuing the goodwill and shares of Companies in order to acquire a business.*

Unit 1: SHARES

Issue of Shares –Under-Subscription and Over-Subscription - Pro-rata Allotment – Forfeiture & Reissue of Shares–Rights Issue - Sweat Equity - Stock to Invest - Lien on Share - Buy Back of Share - Accounting for Bonus Shares – Issue of Debenture for cash and kind only-Underwriting of Shares and Debentures- Marked and Unmarked Applications–Firm Underwriting.

Unit 2: PREFERENCE SHARES

Meaning – Guidelines for Issue and Redemption of Preference Shares- Redemption at Par and at Premium - Redemption out of Revenue reserve and out of Fresh Issue - Bonus Issue out of Capital Redemption Reserve.

Unit 3: FINANCIAL STATEMENTS

Objectives of Financial Statements –Preparation and Presentation of Financial Statements of Joint Stock Companies; Form and Contents of Profit & Loss Account and Profit & Loss Appropriation Account- Calculation of Managerial Remuneration - Form of Balance Sheet – Report to be attached-Preparation of Cash Flow Statement (AS-3).

Unit 4: ACQUISITION OF BUSINESS AND PROFIT PRIOR TO INCORPORATION.

Acquisition of Business- Reasons for Converting into a Company- Accounting Treatment -New Sets of Books –Same Set of Books-Vendors’ Suspense Accounts.
Profit Prior to Incorporation–Meaning-Calculation of Time Ratio– Sales Ratio- Determination and Treatment of Pre-Incorporation and Post-Incorporation Profits.

Unit 5: VALUATION OF GOODWILL AND SHARES AND INTERNAL RECONSTRUCTION

Meaning of Goodwill– Factors Affecting Valuation of Goodwill-Need and - Methods of Valuation of Goodwill; Valuation of Shares- Need and Methods of Valuation of Shares- Alteration of Share Capital of Company – Internal Reconstruction –Accounting Treatment of Reduction of Share Capital.

COURSE TEXTS ;

1. Joseph T., *Corporate Accounting- Vol.1*, Tata McGraw Hill, 2009.
2. Reddy & Murthy, *Corporate Accounting*, Margham Publications, Chennai, 2008.

COURSE REFERENCES:

1. Gupta R.L. & Radhasamy, *Corporate Accounting*, Sultan Chand Publications, New Delhi, 2008.
2. Sukla M.C.& Grewal T.S., *Corporate Accounting*, Chand & Co., Publications, New Delhi, 2008.
3. Pillai R.S.N., Bhagawathi, S. Uma, *Fundamentals of Advanced Accounting*, Vol.-II, S.Chand, New Delhi-2007.



BU4505 - LOGISTICS AND SUPPLY CHAIN MANGEMENT

SEMESTER : IV
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. *To introduce The Concept And Impact Of Logistics And Supply Chain Management, With A Competitive Strategy Overview.*
2. *To expose The Various Dimensions Of Financial Supply Chain Management With The Perspective Of e-Finance And Its Legal Aspects.*

Unit 1: INTRODUCTION TO LOGISTICS

Fundamentals of Logistics – Definition and Activities – Aims and Importance – Progress In Logistics and Current Trends- Organisation and Achieving Integration.

Unit 2: PLANNING THE SUPPLY CHAIN

Logistics Strategy – Implementing the Strategy – Locating Facilities – Planning Resources – Controlling Material Flow.

Unit 3: MEASURING AND IMPROVING PERFORMANCE OF SUPPLY CHAIN

Procurement – Inventory Management- Warehousing and Material Handling Transport – Global Logistics.

Unit 4: SUPPLY CHAIN MANAGEMENT

Basic Concepts of Supply Chain Management – Planning and Sourcing – Making and Delivering – Returns – It and Supply Chain Management.

Unit 5: FINANCIAL SUPPLY CHAIN MANAGEMENT

Financial Supply Chain – Elements of Financial Supply Chain Management – The Evolution of e-Financial Supply Chain – e-Financial Supply Chain Banks Perspective – Legal Aspects of e-Financial Supply Chain.

COURSE TEXTS:

1. Raghuram G. & Rangaraj N., *Logistics and Supply Chain Management*, Macmillan publications, 2008.
2. Agarwal B.K., *Logistics and supply chain management*, Macmillan publications, 2009.

COURSE REFERENCES:

1. Martin Christopher ,*Logistics And Supply Chain Management: Creating Value – Adding Networks*, Ft Prentice Hall, 2010
2. Sanjay Dalmia, *Financial Supply Chain Management*, McGraw Hill, 2005.
3. Donald Waters, Palgrave, *Logistics: Introduction to Supply Chain Management*, Macmillan publications, 2008.



BU4200 - STRATEGIC MANAGEMENT
(Offered to BCA, B.Com & B.Com Corporate w.e.f 2013-2014)

SEMESTER : IV
CATEGORY: AO 2

CREDIT : 4
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. *To enable students to understand basics of strategies adapted by business firms .*
2. *To help students to understand the environmental factors affecting the management of business.*
3. *To familiarize them with the formulation, implementation & evaluation of strategies.*

Unit 1: INTRODUCTION

Definition of strategic management – elements – mission – objectives – goals – targets.

Unit 2: STRATEGIC ENVIRONMENT

Internal and external environment – SWOT analysis – political – economical – social – technological – legal environment.

Unit 3: STRATEGIC FORMULATION

Levels of strategies – Corporate level – Functional level – Business level strategies – strategy alternatives and choices.

Unit 4: STRATEGIC IMPLEMENTATION

Functional implementation – structural implementation – behavioural implementation – operational implementation.

Unit 5: STRATEGIC EVALUATION

Strategic control – operational control – evaluation techniques for strategic and operational control – information system.

COURSE TEXT :

1. AzarKazmi, *Business Policy and Strategic Management*, Tata McGraw Hill Publication, 2008.
2. L.M.Prasad, *Business Policy and Strategic Management*, Sultan chand and sons, 2004.

COURSE REFERENCE :

1. P.K.Ghosh, *Strategic Planning and Management*, Sultan chand & sons, 2004.
2. Wheelan & Rangarajan, *Concepts in Strategic Management & Business Policy*, Pearson Education, 2004.



BU4300 - KNOWLEDGE MANAGEMENT (KM)
(Offered to any dept. except BBA w.e.f 2013-2014)

SEMESTER : IV
CATEGORY: EG 2

CREDIT : 1
NO. OF HOURS / WEEK: 3

OBJECTIVES:

- 1. To introduce the students the concept of knowledge management.*
- 2. To highlight the managerial perspective of knowledge management.*

Unit 1: INTRODUCTION

knowledge management - relevance and significance - need - Organizational knowledge management drivers – knowledge based drivers - technology drivers - human resource drivers, process drivers and economic drivers.

Unit 2: KNOWLEDGE MANAGEMENT PROCESS

Organizational creation - acquisition –organizing – sharing – renewal – networks - culture.

Unit 3: ORGANIZATIONAL KNOWLEDGE MANAGEMENT APPROACHES AND STRATEGIES

Management structure – funding – organizational culture and enablers – technology infrastructure – organizational knowledge management strategies.

Unit 4: KNOWLEDGE MANAGEMENT SYSTEM, TOOLS, ARCHITECTURE AND IMPLEMENTATION

Developing a knowledge management frame work - implementation phases architectural components - knowledge management system requirement.

Unit 5: KNOWLEDGE BASED ORGANIZATION

Concepts and characteristics of knowledge based organization – Dimensions of HRM in KBO – challenge for HRM in KBO – managing knowledge for organizational effectiveness – rewarding knowledge – Human Resource Information Systems - intellectual capital.

COURSE TEXT:

1. Ganesh Natarajan, Nitin Nohria, Sandhya Shekhar, *Knowledge Management*, Tata Mcgraw Hill Education, 2010.

COURSE REFERENCES:

1. Frances Horibe, *Managing Knowledge Workers*, John Wiley & Sons, 2010.



BU 5506 STRATEGIC MANAGEMENT

SEMESTER : V
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

- 1. To expose the students to the international business scenario and trading environment.*
- 2. To offer the students the strategies and strategic management in an international business scenario.*
- 3. To help the students to formulate and implement such a strategies in a global corporate environment.*

Unit 1: INTRODUCTION TO STRATEGIC MANAGEMENT

Definition of strategic management – meaning, elements in strategic management – model of strategic management process – the concept of strategy – levels at which strategy operates – strategic decision making, issues in strategic decision making.

Unit 2: ESTABLISHMENT OF STRATEGIC INTENT

Understanding strategic intent – concept of stretch, leverage and fit- vision – mission-business definition – dimensions of business definition- levels at which business could be defined- product or service concept- goals and objectives.

Unit 3: STRATEGY FORMULATION

Environmental appraisal and organizational appraisal- corporate level strategies- concentration, internationalization, cooperation, digitalization, integration, diversification, stability, retrenchment, and restructuring – business level strategies – generic business strategies –strategic analysis and choice.

Unit 4: STRATEGY IMPLEMENTATION

Nature of strategy implementation – barriers to strategy implementation – model of strategy implementation – major themes in strategy implementation – project implementation- procedural implementation – resource allocation – structural implementation – behavioral implementation – functional and operational implementation.

Unit 5: STRATEGIC EVALUATION AND CONTROL

Nature and importance of strategic evaluation – participants in strategic evaluation- strategic control – Premise control- Implementation control Strategic Surveillance and special alert control – operational control – evaluation techniques for strategic control- evaluation techniques of operational control role of organizational systems in evaluation- applying strategic management.

COURSE TEXT:

1. KazmiAzar, *Business Policy and Strategic Management*, Tata McGraw Hill Publications. 2008.



COURSE REFERENCE :

1. Thomas I, Wheelen J, Hunger David & Rangarajan Krish, *Strategic Management And Business Policy*, Pearson Education, 2012.
2. David R Fred, *Strategic Management Concepts and Cases*, Pearson education, 2012.
3. Aswathappa, *International Business strategy*, Tata McGraw Hill, New Delhi, 2004.



BU 5507 COST ACCOUNTING

SEMESTER : V
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVE:

1. To familiarize the students on the importance of cost ascertainment, reduction and control.
2. To develop the skills needed to apply costing technique for each element of cost.
3. To help students to understand the procedures to calculate the cost of the products and Services.

Unit 1: INTRODUCTION & MATERIALS CONTROL

Cost accounting: Objectives - Classification of Costs – Cost Unit – Cost Centre- Elements of Cost - Financial Accounting vs. Cost Accounting – Steps in installing a Cost Accounting system Material Control: Purchasing – Centralised Vs Decentralised - Store Keeping – Stock level determination – EOQ & ABC Analysis – Purchase price computation - Treatment of Scrap, Spoilage, Wastage & Defectives - Pricing of issue of material – FIFO, LIFO & Weighted Average methods.

Unit 2: LABOUR COST

Labour Costing & Control – Payroll Accounting – Treatment of Idle time & Over time – Methods of Wage payments - Piece Rate – straight – differential piece rate - Taylor's differential piece rate, Merrick's Multiple piece rate – Time rate - Incentive Methods – Halsey incentive scheme, Rowan Plan, Group Incentive Scheme- Labour Turn Over – Causes, effects and prevention.

Unit 3: OVERHEADS

Overheads – classification, Allocation, Apportionment - Redistribution of overheads - Absorptions – methods of absorption - Machine hour rate – Activity based Costing.

Unit 4: COST SHEET

Cost Sheet format-Unit, Job and Batch Costing- Preparation of Cost Sheet, Tender & Quotation – Reconciliation of profits as per Cost & Financial Accounts.

Unit 5: METHODS OF COSTING

Contract costing – Operating Costing (Transport only) – Process Costing –Valuation of Work-in-progress – Accounting for Joint & By-products.

COURSE TEXT:

1. Murthy & Gurusamy S, *Cost Accounting*, TataMcGrawHill, 2010.
2. Maheswari S.N., *Principles of Cost Accounting*, Sultan Chand Publications, New Delhi, 2010.



COURSE REFERENCES:

1. Reddy T.S.& Reddy Y. Hari Prasad, *Cost Accounting*, Margham Publications, Chennai, 2010.
2. Jain & Narang, *Cost Accounting*, Kalyani Publications, New Delhi, 2012.
3. Saxena & Vashist, *Cost Accounting*, Sultan Chand & Company, New Delhi, 2010.



BU 5508 HUMAN RESOURCE MANAGEMENT

SEMESTER : V
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. *To highlight the importance of HRM in an organization.*
2. *To familiarize the students with the processes and mechanism of managing human resources.*
3. *To develop a competitive advantage by using its human resources.*

Unit 1: INTRODUCTION

Importance of HRM in an organizational context – Characteristics – Operational area of HRM – Qualities of a good HR Manager – Changing roles of HR Managers – Difficulties and challenges faced.

Unit 2: HUMAN RESOURCE PLANNING

Concept of HR planning – Characteristics – Steps in HR planning – Job Analysis – Succession Planning – Auditing of HR resources - ERP technologies - Preparation of HR planning – ERP technologies - Dealing with surplus and deficit human resource – Attrition management – Outsourcing.

Unit 3: RECRUITMENT AND SELECTION

Definition – Objectives – Factors affecting recruitment – internal and external source of recruitment – Selection Process – Curriculum Vitae – Psychological Testing – Kinds of employment interview – Medical Screening – Appointment Order.

Unit 4: LEARNING AND DEVELOPMENT

Talent Acquisition – Distinction between Learning and development – Assessing training needs – Steps in training – On the job and Off the job training – Evaluation of training effectiveness – Developing Competency – Stages of Competency – Competency Management – Mentoring and Coaching.

Unit 5: PERFORMANCE APPRAISAL

Objectives of appraisals – Steps in appraisals - Traditional and Non-traditional methods of performance appraisals – Managing teams in an organization – Managing Career – Methods of motivating employees – Managing grievances & discipline.

COURSE TEXTS:

1. Gupta C.B, *Human Resource Management*, Sultan Chand and Sons, New Delhi, 2012.
2. Aswathappa K, *Human Resource Management*, 6th Edition, Tata McGraw-Hill Education Pvt. Ltd, 2010.



LOYOLA COLLEGE (AUTONOMOUS)
CHENNAI - 600 034.

COURSE REFERENCES:

1. Jyothi P & Venkatesh D.N *Human Resource Management* , Oxford University Press, New Delhi, 2010.
2. Mamoria C.B, *Personnel Management*, Himalayan Publications, New Delhi, 2010.
3. Mondy, Robert and Shane, *Human Resource Management*, Prentice Hall, New Delhi, 2010.



BU5509 - FINANCIAL MANAGEMENT

SEMESTER : V
CATEGORY: MC

CREDIT : 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. To expose the students to the fundamentals of finance.
2. To develop an understanding of tools that are used to value investment projects.
3. To provide knowledge using concepts, methods & procedures involved in managerial decision making.

Unit 1: BUSINESS FINANCE

Finance – types – business finance – finance functions – importance – scope – financial management - objectives – financial decisions – role of the finance manager – relationship of finance with other corporate functions – sources of finance – time value of money – concepts – valuation.

Unit 2: CAPITAL STRUCTURE

Financial planning – capitalization – Capital structure decision – factors determining capital structure – Indifference Point EBIT – Leverages – operating – financial – composite leverage.

Unit 3: COST OF CAPITAL

Meaning – significance – cost of debt – cost of preference shares – cost of equity – cost of retained earnings – weighted average cost of capital.

Unit 4: CAPITAL BUDGETING

Meaning – importance – techniques of capital budgeting – Payback period – Average rate of return – Net present value – Profitability index and Internal rate of return.

Unit 5: WORKING CAPITAL MANAGEMENT

Working capital management – constituents of current assets and liabilities – Operating cycle – classification of working capital – factors determining working capital – management of working capital – estimation of working capital requirement – simple problems in cash management.

COURSE TEXT

1. Maheshwari S.N., *Financial Management*, Sultan & Sons Publications, 2012.

COURSE REFERENCE

1. ChandraPrasanna, *Financial Management*, Tata McGraw Hill Publishing, 2012.
2. Khan & Jain, *Financial Management*, Tata McGraw Hill Publishin, 2012.
3. Pandey I M, *Financial Management*, Vikas publishing House, 2012,.



BU 5402 FINANCIAL SERVICES

SEMESTER : V
CATEGORY: ES 1

CREDIT : 2
NO. OF HOURS / WEEK: 3

OBJECTIVES:

1. *To understand the meaning and significance of the financial services available in India.*
2. *To expose the students to the role of financial services in the development of the capital market and the economy of the country.*

Unit 1: FINANCIAL SERVICES & MERCHANT BANKING

Meaning & Importance of Indian Financial services - Merchant Banking: Meaning - Origin & its Development - Regulation and Conditions by SEBI on Merchant Bankers- Role and Functions of Merchant Bankers- Drawbacks of Merchant Bankers.

Unit 2: VENTURE CAPITAL FINANCING

Meaning- Concept- Types - Stages – Importance- Evaluation of Project Ideas and Technologies- Evaluation of Venture Capital Investment- Venture Capital Schemes- Exit of Venture Capital.- Issues in Venture Capital.

Unit 3: LEASE FINANCING & CREDIT RATING

Meaning – Concept – Types – Documentation & Legal aspects - Fixation of Lease Rentals & Lease Evaluation – Credit rating systems in India – implications of credit rating to investors and corporates.

Unit 4: FACTORING & FORFEITING

Meaning - Types- Importance- Procedural aspects in Factoring - Financial aspects of Factoring; Forfeiting- Meaning- Importance- Procedural aspects of Forfeiting- Difference between Factoring & Forfeiting.

Unit 5: SECURITISATION& DEPOSITORY SYSTEM

Securitization – Meaning – Procedure - Securitization in India. Depository system: Meaning – Functions - Structure – Procedure - Trading of shares in a depository system - Depository system in India – Weakness.

COURSE TEXT:

1. Dr.Gurusamy, *Merchant Banking & Financial services*, Vijay NicholaImprints Pvt Ltd. Chennai, 2007.

COURSE REFERENCE:

1. Anbarasu Joseph. D, BhoominathanV.k, Manoharan. P, Gnanaraj. G, *Financial Services*, Sultan Chand & Sons, New Delhi, 2007.



BU 5403 RURAL MARKETING

SEMESTER : V
CATEGORY: ES 1

CREDIT : 2
NO. OF HOURS / WEEK: 3

OBJECTIVES:

1. *To enable the students to understand the elements of the unexplored rural markets.*
2. *To identify the significance and strategies of rural markets.*
3. *To familiarize the students with innovations in rural marketing.*

Unit 1: RURAL MARKET – AN OVERVIEW

Introduction – Rural Markets in India – Products – Distribution – Communication – Evolution of Rural Market - Rural Market Environment – Physical Environment – Socio-Cultural Environment – Political & Technological Environments.

Unit 2: RURAL CONSUMER BEHAVIOUR& SEGMENTATION

Rural Consumerism - Factors affecting rural consumer behavior - Characteristics of Rural Consumers – Buying Process – Brand Loyalty - Segmentation – Targeting & Positioning.

Unit 3: RURAL PRODUCT & PRICING STRATEGIES

Rural Market – Marketing Mix – 4P's & 4A's – Rural Product Categories – Customized Rural Products- Brand building in Rural India - Pricing – Internal & External influences- Pricing Strategies and Approaches.

Unit 4: DISTRIBUTION & PROMOTION STRATEGIES

Rural Distribution- Rural Market assessments- Channels of Distribution – Rural Distribution Models – Promotion tools & Techniques.

Unit 5: INNOVATIONS IN RURAL MARKETS

Changing scenario of Rural Markets- Role of Innovation – ICT initiatives – Emergence of organized retailing – Future Trends of Rural Marketing – Rural CRM - Case studies.

COURSE TEXTS:

1. KashyapPradeep, *The Rural Marketing Book*, Pearson Education Publications, 2012.

COURSE REFERENCES:

1. PradeepKashyap & Siddhartha Raut, *The Rural Marketing Book*, Biztantra Publications, New Delhi, 2005.
2. ShipraChawla, *A textbook on Rural Marketing*, Dominant Publishers And Distributors, 2007.



BU 5404 INTRODUCTION TO INVESTMENT MANAGEMENT

SEMESTER : V
CATEGORY: ES 2

CREDIT : 2
NO. OF HOURS / WEEK: 3

OBJECTIVES:

1. *To appreciate the role of investment in an organization.*
2. *To identify the risk and return involved in managing investments.*
3. *To familiarize the students with valuation and analysis of investment.*

Unit 1: INVESTMENT - AN OVERVIEW

Meaning – Objectives - Investment vs. Speculation – Investment Process – Investment information - Management of Investment.

Unit 2: INVESTMENT ALTERNATIVES

Meaning - variable income securities – Fixed income securities - Tax Sheltered Savings Scheme - Mutual Funds - Real Assets – modern investments – arts & techniques – numismatics.

Unit 3: RISK AND RETURN

Meaning - Systematic risk - Unsystematic risk - Risk Measurement - Capital Return and Revenue Return - Computation of probabilities of risk and return.

Unit 4: INVESTMENT VALUATION

Time value of money – Bond Valuation - Yield to Maturity - Equity Valuation - Capital Asset Pricing Model.

Unit 5: INVESTMENT ANALYSIS

Fundamental Analysis – Economic Analysis - Industry Analysis - Company Analysis - Financial Analysis.

COURSE TEXT:

1. Dr.R.P.Rustagi, *Investment Analysis and Portfolio Management*, Sultan Chand & Sons, 2012.

REFERENCE TEXT:

1. Pandian Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt LTD, New Delhi, 2009.



BU 5405 INTERNATIONAL MARKETING

SEMESTER : V
CATEGORY: ES 2

CREDIT : 2
NO. OF HOURS / WEEK: 3

OBJECTIVES:

1. *To enable the students to understand the international marketing and its environment.*
2. *To teach the students the overseas market research, sources of marketing information and the guidelines on how to identify foreign markets.*
3. *To guide the students for product planning and adaptation for exports.*

Unit 1: INTRODUCTION

Meaning - trend towards globalization - classification of foreign markets - motivation - scope - tariff and non-tariff barriers - stages of international marketing - international and multi-international marketing - economic, technological, political and social factors affecting international marketing.

Unit 2: SELECTION OF FOREIGN MARKETS

Meaning - parameters for market choice decision - modes of entry into global markets - Exporting - licensing - franchising - joint ventures – subsidiaries.

Unit 3: PRODUCT

Selection of products - product policy - product standardization - adaptation - international product life policy - international product strategies - promotion of international products.

Unit 4: PRICING

Meaning – factors influencing pricing - International pricing terms - export pricing.

Unit 5: PROMOTION

Channels of distribution in selected foreign countries - factors affecting channel decision - foreign agents - identification - motivation - control of foreign agents.

COURSE TEXT

1. Warren Keegan, *International Marketing*, Pearsons publications, 7th edition, 2011.

COURSE REFERENCES

1. PhilysCateora and John Graham, *International Marketing*, Tata McGraw Hill, 1999.
2. Susan Douglas & Samuel Craig, Kripalani, *Global Marketing Strategy* Tata McGraw Hill, 2005.
3. Varshney and Bhattacharya, *International Marketing*, 1999, Book well Publishers, New Delhi, 2007.



BU 6604 PRODUCTION MANAGEMENT

SEMESTER : VI
CATEGORY: MS 1

CREDIT : 5
NO. OF HOURS / WEEK: 5

OBJECTIVES:

1. To enable the students to understand the various process of production.
2. To enable the students to be aware of techniques of Operations Management.
3. To familiarize students with quality control techniques used to effectively carry out production.

Unit 1: INTRODUCTION

Production management - Scope and functions – Historical development of production management - Functions and responsibilities of a production manager - Decisions involved in production management - Relationship of production with other functions & problems - Productivity, Competitiveness and Strategy.

Unit 2: PRODUCTION SYSTEM

Production systems and methods - Product and service design - Reliability - Process selection and capacity planning - product planning and development - Make or buy decision.

Unit 3: PLANT LOCATION & LAYOUT

Plant location - Site selection process - Equipment selection - Plant layout - Production planning and control - production records and documentation.

Unit 4: QUALITY CONTROL & WORK STUDY

Maintenance management - Quality control – Acceptance sampling - TQM - Human factors in job design - Work environment and safety measures - Work study - Method study – Work measurement.

Unit 5: MATERIALS MANAGEMENT

Materials management - Materials demand forecasting – Aggregate planning - Inventory management - MRP - JIT system – Supply chain management - Purchase management – International purchase - Vendor development and rating - Store keeping and Warehousing - Materials handling - Value analysis – Production information systems.

COURSE TEXT:

1. Buffa, *Modern Production & Operations Management*, Wiley Eastern Ltd., New Delhi, 2003.
2. Joseph R. Monks, *Operation Management*, Tata McGraw-hill publishing Co. Ltd, New Delhi, 2004.

COURSE REFERENCE:

1. Ahuja, *Industrial Management*, , Khanna Publishers, New Delhi, 1983.
2. A.K.Datta, *Materials Management*, , Prentice-Hall of India (P) Ltd., New Delhi, 2003



BU 6605 PROJECT MANAGEMENT

SEMESTER : VI
CATEGORY: MS 2

CREDIT : 5
NO. OF HOURS / WEEK: 5

OBJECTIVES:

1. To familiarize students with the steps involved in managing a project.
2. To help students to identify feasible projects, the methods of financing such projects and controlling its cost.

Unit 1: INTRODUCTION

Nature and content of project management: Project characteristics - Attributes of a good project manager - Taxonomy of projects - Project environment - History of project management – Project as a conversion process - Project life cycle - Project roles – A System approach to project management.

Unit 2: PROJECT IDENTIFICATION & APPRAISAL

Introduction – Government & the regulator - Project identification – Project preparation - Tax incentives and Project investment decisions - Tax planning for project investment decisions - Zero based project formulation - Technical, Commercial, Economic, Financial and Management appraisal - Social cost benefit analysis and project risk analysis.

Unit 3: PROJECT FINANCING

Project cost estimation - Project financing - Financial evaluation of projects - Financial projections - Project planning and scheduling - Estimation, Resource analysis, Justification and Evaluation - Teams and organization - Project cost control.

Unit 4: PROJECT REVIEW

Role of management and leadership in project environments - Problem - solving and decision making - Project review Rehabilitation of sick Units - Project organization – Project Contracts.

Unit 5: PROJECT EVALUATION

Meaning - Project review and administrative aspects - Computer aided project management - Options in projects - Risk analysis - Topics of interest on project management.

COURSE TEXT:

1. ChandraPrasanna, *Projects – Planning, Analysis, Selection, Implementation and Review*, Tata McGraw Hill, New Delhi, 2004.

COURSE REFERENCES

1. Maylor Harvey, *Project management*, Pearson Education, New Delhi, 2004.
- 2..Rao P.C.K, *Project Management & Control*, Sultan Chand & Sons, New Delhi, 2004.



BU 6606 ACCOUNTING FOR MANAGERS

SEMESTER : VI
CATEGORY: MS 3

CREDIT : 5
NO. OF HOURS / WEEK: 5

OBJECTIVES:

1. *To understand the concept of management accounting.*
2. *To learn the various tools of management accounting and its application in the managerial decision process.*

Unit 1: INTRODUCTION TO MANAGEMENT ACCOUNTING

Definition - Functions – Scope – Management Accounting interface with Cost Accounting, Management Accounting & Financial Accounting – merits and demerits.

Unit 2: BUDGETARY CONTROL

Meaning- merits and demerits - Forecasts & Budget- Classifications of Budgets- Production Budgets, Purchase Budgets, Cash Budgets, Fixed& Flexible Budgets- Zero Budgets- Master Budgets; Fund Flow Statement- Meaning - Uses of Fund Flow Statement-Limitations- Preparation of Fund Flow Statement.

Unit 3: RATIO ANALYSIS

Meaning – Classification - Advantages and Disadvantages - Profitability Ratios - Turnover Ratios - Solvency Ratios – Construction of Balance Sheet through Ratios.

Unit 4: MARGINAL COSTING AND ITS APPLICATIONS

Meaning – uses - Marginal costing vs. Absorption costing- Techniques of Marginal Costing and its applications – cost volume profit analysis – make/buy/sales mix – key factors.

Unit 5: STANDARD COSTING AND VARIANCE ANALYSIS

Meaning- Budgetary Control vs. Standard Costing- Standard Costing as a management tool- Limitations; Variance Analysis- Material, Labour.

COURSE TEXT:

1. T.S.Reddy&Y.Hari Prasad Reddy, *Management Accounting*, Margham Publications, Chennai, 2010.

COURSE REFERENCES:

1. S.N.Maheswari, *Principles of Management Accounting*, Sultan Chand Publications, 2010.



BU 6651 ORGANISATIONAL DYNAMICS (15 Credits)

SEMESTER : VI
CATEGORY: SK

CREDIT : 15
NO. OF HOURS / WEEK: 15

PAPER I
KNOWLEDGE MANAGEMENT (KM)

OBJECTIVES:

- 1. To introduce the students the concept of knowledge management.*
- 2. To highlight the managerial perspectives of knowledge management.*
- 3. To enhance the skills during the internship programme.*

Unit 1: INTRODUCTION

knowledge management - relevance and significance - need - Organizational knowledge management drivers – knowledge based drivers - technology drivers - human resource drivers, process drivers and economic drivers.

Unit 2: KNOWLEDGE MANAGEMENT PROCESS

Organizational creation - acquisition –organizing – sharing – renewal – networks - culture.

Unit 3: ORGANIZATIONAL KNOWLEDGE MANAGEMENT APPROACHES AND STRATEGIES

Management structure – funding – organizational culture and enablers – technology infrastructure – organizational knowledge management strategies.

Unit 4: KNOWLEDGE MANAGEMENT SYSTEM, TOOLS, ARCHITECTURE AND IMPLEMENTATION

Developing a knowledge management frame work - implementation phases architectural components - knowledge management system requirement.

Unit 5: KNOWLEDGE BASED ORGANIZATION

Concepts and characteristics of knowledge based organization – Dimensions of HRM in KBO – challenge for HRM in KBO – managing knowledge for organizational effectiveness – rewarding knowledge – Human Resource Information Systems - intellectual capital.

COURSE TEXT:

1. Ganesh Natarajan, Nitin Nohria, Sandhya Shekhar, *Knowledge Management*, Tata Mcgraw Hill Education, 2010.

COURSE REFERENCES:

1. Frances Horibe, *Managing Knowledge Workers*, John Wiley & Sons, 2010.



PAPER II

ORGANIZATIONAL DEVELOPMENT (OD)

OBJECTIVES:

1. To introduce the students the concept of organizational development.
2. To impart knowledge on organizational development process and interventions.

Unit 1: INTRODUCTION

Meaning – definition – nature objectives and characteristics – phases of OD program – Evaluation of OD program - manager's roles and responsibility in relation to OD – OD in Indian industry.

Unit 2: ORGANIZATIONAL DEVELOPMENTAL INTERVENTIONS

Technological intervention – strategy intervention – sensitivity training – survey feedback – process consultation – intergroup development- innovations – job related interventions- socio-technical interventions – structural interventions.

Unit 3: ORGANIZATIONAL LEARNING

Meaning – elements – process – factors – diffusion and institutionalization process – Mechanism for organizational learning.

Unit 4: BUSINESS PROCESS REENGINEERING AND SIX SIGMA

Meaning – implementing BPR- methodology- impact of IT- best practices in re engineering – six sigma – importance and relevance of six sigma.

Unit 5: ORGANIZATIONAL EFFECTIVENESS

Meaning – approaches to organizational effectiveness – goal attainment approach – system theory approach – strategic constituency approach- behavioral approach – perspectives of organizational effectiveness – monitoring organizational effectiveness – criteria for organizational effectiveness.

COURSE TEXTS

1. Kondalkar V. G, *Organization Effectiveness And Change Management*, PHI Learning, 2009.
2. Tripathy P.C., *Organisational change and development*, Sultan Chand, 2010.

COURSE REFERENCES:

1. Kavita Singh, *Organisation Change and Development*, Excel Books, 2010.



**PAPER III CHANGE
MANAGEMENT**

OBJECTIVES:

1. To introduce the students the concept of *Organizational Change*.
2. To enable the students to learn change management techniques.

Unit 1: INTRODUCTION

Concept of organizational change - forces– micro and macro perspective– the process - requisite for successful change- dimensions of planned change.

Unit 2: RESISTANCE TO CHANGE

Introduction – sources of resistance – individual – organizational overcoming resistance to change – Role of HRD in managing change- change agents and their role in change management.

Unit 3: MANAGING ORGANIZATIONAL CHANGE

Model of change - Lewin's three step model – kotter's eight step model – organizational development – organizational change implementation process – evaluation of organizational change program.

Unit 4: ORGANIZATIONAL CULTURE AND CHANGE

Creating and sustaining culture - Creating a culture for change – stimulating a culture of innovation.

Unit 5: CONTEMPORARY ISSUES IN ORGANIZATIONAL CHANGE

Technology and its impact in the work place – work stress – creating a learning organization – organizational change in Indian businesses – case studies related to organizational change.

COURSE TEXTS

1. Tripathy P.C., *Organisational change and development*, sultan chand, 2010.

COURSE REFERENCES:

1. Kavita Singh, *Organisation Change and Development*, Excel Books, 2010.
2. Kondalkar V. G, *Organization Effectiveness And Change Management*, PHI Learning, 2009.