

DEPARTMENT OF BUSINESS
ADMINISTRATION
B.B.A –Business Administration
U.G. PROGRAMME
SYLLABUS

Effective from the Academic Year 2016-2017



Loyola College (Autonomous)
Chennai- 600 034



B.B.A.-Business Administration
Restructured CBCS curriculum with
Effective from June, 2016

Sl. No.	Sub. Code	Title of the paper
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2	16UBU1MC02	FINANCIAL INSTITUTIONS
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4	16UBU2MC01	FINANCIAL ACCOUNTING
5	16UBU2MC02	FUNDAMENTALS OF INVESTMENTS
6	16UBC2AL01	LEGAL ASPECTS OF BUSINESS
7	16UBU3MC01	COST ACCOUNTING
8	16UBU3MC02	PRINCIPLES OF MARKETING
9	16UCA3AL01	FINIANCIAL ACCOUNTING PACKAGE USING TALLY
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26	16UBU6MS01	WORKING CAPITAL MANAGEMENT
27	16UBU6MS02	RETAIL MANAGEMENT



16UBU1MC01 BUSINESS MANAGEMENT

SEMESTER: I

CREDIT: 6

CATEGORY: MC

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 - Importance of Management - Nature & Characteristics of Management - Management as a Science or Art? - Levels of Management - Managerial Skills - Roles of a Manager - Managerial Functions - Approaches to Management - Management Principles - Contribution to Management Thought by Henry Fayol, F.W. Taylor, Elton Mayo & Douglas McGregor & Peter F. Drucker - Social Responsibility & Ethics-concepts.

UNIT 2: PLANNING

Meaning - Nature - Importance - Limitations - Principles of Planning - Planning Process - Types of planning - Types of plans (Objectives, Strategy, Policies, Procedures, Methods, Rules, Budgets, Programmes) - Types of strategy - Obstacles to effective planning - Decision making - Importance – Process- Decision Tree.



UNIT 3 : ORGANISING

Meaning - Nature & Elements - Importance - Process of Organizing - Principles of Organization - Formal & Informal Organization - Departmentation - Importance - Bases or Types - Span of Management - Factors - Theory of Graicunas - Delegation - Importance - Process - Decentralization - Distinction between Delegation and Decentralization - Centralization - Organization structure - Types - Organization charts & manuals - Staffing - Recruitment - Sources - Selection - Selection Procedure - Training - Need for training - Advantages - Methods of Training - Methods of Executive Development - Performance Appraisal.

UNIT 4 : DIRECTING

Nature - Meaning - Significance - Principles - Techniques - Supervision - Motivation - Nature & Importance of Motivation - Job Enrichment - Theories of Motivation (Maslow's Need Hierarchy Theory-Herzberg's Motivation Hygiene Theory,) - Leadership - Nature - Functions - Importance - Styles of Leadership - Leadership as a Continuum - Theories of Leadership (Trait Theory, Behavioural Theory) - Communication - Elements of Communication Process - Channels of Communication - Methods of Communication

UNIT 5 : CONTROLLING

Meaning - Nature - Elements of control - Significance - Control Process - Problems in control process - Control techniques (Traditional & Non-Traditional) - Coordination - Nature - Coordination & Cooperation - Importance – Problems

COURSE TEXT:

C. B. Gupta, *Business Management*, Sultan Chand & Sons, New Delhi, 2014

COURSE REFERENCES:

1.DinkarPagare, *Principles of Management*, Sultan Chand & Sons, New Delhi, 2012



2. Sherlekar & Sherlekar, *Principles of Business Management*, Himalaya Publishing House, New Delhi, 2012
3. L M Prasad, *Principles of Management*, Sultan Chand & Sons, New Delhi, 2015

16UBU1MC02 FINANCIAL INSTITUTIONS

SEMESTER : I

CREDIT 3

CATEGORY: MC

NO. OF HOURS / WEEK: 3

OBJECTIVES:

- 1. To introduce to the students the various concepts in Banking.*
- 2. To identify the functions of commercial banks & central bank.*
- 3. To introduce the concept of financial instruments, Monetary & Fiscal Policy.*

UNIT 1: OVERVIEW OF INDIAN FINANCIAL SYSTEM

Overview of Indian Banking System - Evolution - Structure of Banking - Structure of Banks - Kinds of Banks - Commercial Banks - Functions - Central Bank (RBI) - Functions - Guidelines - Banking Regulations - Indian Financial System - Major Components - ATM - TDS - NEFT - RTGS - IMPS - Tele Banking - Internet Banking - Credit Card - Debit Card - Retail Banking - Universal Banking - Recent Developments in Indian Financial System

UNIT 2: FUNCTIONS OF BANKS

Banker-Customer Relationship - Banker's Special Relationship - Payment & Collection of Cheques & other Negotiable Instruments - Opening of Accounts of Various Types of Customers - Ancillary Services - Home Loans - Personal Loans - Consumer Loans - Different Modes of Charging Securities - Types of Collaterals & their Characteristics



UNIT 3: FINANCIAL & NON-BANKING FINANCIAL INSTITUTIONS

IFCI - Objectives - Functions - IDBI - Formation of IDBI - Objectives - Functions - ICICI - Products & Services - NBFC - Development Finance Institutions - Leasing Companies - Investment Companies - Corporate Development Companies - Role of NBFC

UNIT 4: FINANCIAL INSTRUMENTS

Money & Currency - Cheques - Bills of Exchange - Promissory Notes - Acceptances - Pay-in-Slip - Demand Drafts - E-Banking - Essentials of Bank Computerization - Banking Services with respect to Distribution

UNIT 5 : MONETARY POLICY & FISCAL POLICY

Trade Cycle - Inflation - Deflation - Causes & Consequences - Monetary Policy - Objectives - Instruments - Incentives - Role of Monetary Policy of India - Limitations - Fiscal Policy - Objectives - Public Finance - Tax - Direct & Indirect Tax - VAT - CENVAT - GST - Meaning & Benefits - Budgets - Kinds - Zero Based Budgeting - Fiscal Deficit

COURSE TEXT:

1. D Muraleedharan, *Modern Banking : Theory & Practice*, 2014
2. Sekar, *Banking Theory & Practice*, Vikas Publishing House, 2000

COURSE REFERENCES:

1. Indian Institute of Banking & Finance, *Banking: An Introduction*, 2015
2. Indian Institute of Banking & Finance, *Principles & Practices of Banking*, 2012
3. Nirmala Prasad & Chandra Doss, *Banking & Financial System*, Himalaya Publishing House, New Delhi, 2003



16UST1AL01 INTRODUCTION STATISTICS

SEMESTER: I

CREDITS:3

CATEGORY: AL

NO. OF HOURS/WEEK:6

OBJECTIVE:

1. *To introduce basic concepts of statistics.*
2. *To provide 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-judgement, convenient, quota sampling- Sampling Error

UNIT 2: PRESENTATION OF DATA

Diagrammatic representation of data-bar diagram-pie diagram-histogram-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 Standarddeviation-Skewness: Karl Pearson andBowley's Coefficient of Skewness.

UNIT 4: CORRELATION & REGRESSION

Scatter diagram- Karl Pearson's Coefficient of Correlation - Rank Correlation- Regression Analysis: 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 TEXTS:

1. S.P. Gupta, *Statistical Method*, Sultan Chand & Sons Publishers, New Delhi, 2010
2. S.G Gupta & V.K Kapoor, *Fundamental Of Applied Statistics*, Sulthan Chand & Sons Publishers, New Delhi, 2010
3. R.D Sharma, *Business Statistics*, Pearsons Publishers, 2010

16UBU2MC01 FINANCIAL ACCOUNTING SEMESTER:

H

CREDIT: 6

CATEGORY: MC

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 understand 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: BRANCH ACCOUNTS & DEPARTMENTAL ACCOUNTS

Branch Accounts – need - Dependent branch- features – debtors system – Stock and Debtors System. Departmental accounts – purpose, allocation of expenses – departmental trading account - Inter-department transfers at cost & profit – general profit/loss account

UNIT 3: HIRE PURCHASE & FIRE INSURANCE

Hire Purchase features, terms – maintenance of accounts in HP – books of hire purchaser and hire vendor- Default and Repossession – debtors system – Hire purchase vs.Instalment – Insurance claims – loss of stock.

UNIT 4: PARTNERSHIP

Admission of a partner – Retirement of a partner – Death of a partner.

Unit 5: INDIAN ACCOUNTING STANDARDS & IFRS

Introduction – Meaning – Objectives – Need for Accounting Standards (1, 2, 3, 4, 6 & 9) – Scope – Indian Accounting Standards issued by Accounting Standards Board of ICAI – IFRS – Introduction – Needs & Significance.

COURSE TEXTS:

1. Jain & Narang, *Financial Accounting*: Kalyani Mumbai 18th edition: Kalyani, 2011.
2. Gupta R.L., & Radhaswamy M, *Financial Accounting*, 16th edition, Sultan Chand & Sons, New Delhi, 2010

COURSE REFERENCES:

1. Gupta R.L., & Gupta V.K *Financial Accounting*, Sultan Chand Publications, New Delhi, 2010
2. Tulsian P.C, *Financial Accounting*, Tata McGraw-Hill Publication, New Delhi, 2012.



16UBU2MC02 FUNDAMENTALS OF INVESTMENTS

SEMESTER: II

CREDIT: 3

CATEGORY: MC

NO. OF HOURS / WEEK: 3

OBJECTIVES:

- 1. To understand the basics of investment.*
- 2. To identify the risk and return involved in managing investments.*
- 3. To familiarize the students on the understanding of RBI & SEBI.*

UNIT 1 : INVESTMENT BASICS

Objectives of Investment- Characteristics of Investment – Investment Process- Risks - Return - Yield - Risk & Return Relationship – Inflation role in investment- Types of Investor– Speculation –Gambling- Hedging

UNIT 2: INVESTMENT ALTERNATIVE

Non marketable Financial Assets- Money Market Instruments- Bonds or Debentures- Types- Equity Shares- Types- Mutual Fund Basics- Financial Derivatives- Life Insurance- Gold & Silver- Real Estates.

UNIT 3 : STOCK EXCHANGE OF INDIA

History & Evolution of stock exchange in India- BSE-NSE- Over the counter Exchange of India(OTCEI)- Inter connected stock exchange- Stock Exchange Members- Functions of Stock Exchange Members-Agency Brokers.

UNIT 4 : FUNDAMENTAL ANALYSIS

Concepts of: Economy Analysis - Industry Analysis - Company Analysis - Financial Analysis - Technical Analysis - Definition & Assumptions - Price Chart - Dow Theory - Elliot Wave Theory



UNIT 5 : STOCK MARKET REGULATION

Introduction- SEBI- Primary Market Regulation- Secondary Market Regulation- Regulation of Mutual Fund.

COURSE TEXT:

1. YogeshMaheshwari, *Investment Management*, PHI Learning, 2008
2. M.Ranganathan, R.Madhumathi, *Security Analysis and Portfolio Management*, Pearson, Second Edition, 2012,

COURSE REFERENCES:

1. PunithavathyPandian, *Security Analysis and Portfolio Management*, Vikas publishing House Pvt. Ltd, New Delhi, 2009
2. Dr.R.P.Rustagi, *Investment Analysis and Portfolio Management*, Sultan Chand & Sons, 2012

16UBC2AL01 LEGAL ASPECTS OF BUSINESS

SEMESTER: II

CREDITS: 3

CATEGORY: AL

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: INDEMNITY AND GUARANTEE

Contract of indemnity and guarantee – Meaning – Essentials – Rights of indemnity holder – Rights of indemnifier – Contract of guarantee – Essentials of contract of guarantee – Kinds of guarantee – Revocation of guarantee – Rights of surety – Discharge of surety from liability.

UNIT 4: BAILMENT AND PLEDGE

Contract of bailment and pledge – Meaning and essentials – Duties of Bailor – Duties of Bailee – Types of Bailment – Rights of Bailor and Bailee – Bailee’s lien – Rights of finder of goods – Pledge or Pawn – Essentials of Pledge – Pawnor – Duties – Pawnee – Rights – Duties – Mortgage – Pledge by non-owner.

UNIT 5: SALE OF GOODS ACT

Formation of a contract of sale – conditions and warranties – caveat emptor – passing of property – sale by non-owners – exceptions – delivery of goods – rules – rights and duties of a buyer - unpaid seller – rights of an unpaid seller – remedies for breach of sale – auction sales.

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.



16UBU3MC01COST ACCOUNTING

SEMESTER: III

CREDITS: 6

CATEGORY: MC

NO. OF HOURS/WEEK: 6

OBJECTIVES:

- 1. To familiarize the students on the importance of cost ascertainment, reduction & control.*
- 2. To develop the skills needed to apply costing techniques 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 TO COST ACCOUNTING (ONLY THEORY)

Introduction-Meaning Of Cost, Costing, Cost Accounting, And Cost Accountancy-Cost Units-Cost Centres-Cost Objects-Cost Drivers-Scope Of Cost Accounting-Objectives Of Cost Accounting-Difference Between Cost Control And Cost Reduction - Advantages Of A Cost Accounting System - Limitations Of Cost Accounting-Importance Of Cost Accounting - Essentials Of A Good Cost Accounting System-Classification Of Costs-Methods Of Costing-Techniques Of Costing

UNIT 2: COST SHEET

Preparation of cost sheet – Prime Cost – Works Cost – Production Cost – Cost of Production – Administration and Selling cost- Cost of Sales

UNIT 3: MATERIALS & LABOUR

Introduction-Material Control - Valuation Of Material Receipts-Storage -Inventory Control-Material Issue Procedure-Valuation Of Material Issues - Valuation Of Returns And Shortages-Selection Of Pricing Method – LIFO, FIFO, Simple average and



weighted average - Treatment Of Normal And Abnormal Loss Of Materials - Labour -Classification Of Labour Cost- Time and Piece rate system-Labour Cost Control- Idle Time-Overtime-Labour Turnover.

UNIT 4: OVER HEADS

Introduction-Classification Of Overheads-Accounting Of Manufacturing Overheads-Steps For The Distribution Of Overheads-Methods Of Absorbing Overheads To Various Products Or Jobs-Types Of Overhead Rates – Machine hour rate – Accounting Of Administrative Overheads-Accounting And Control Of Selling And Distribution Overheads – Activity Based Costing

UNIT 5: JOB, BATCH AND CONTRACT COSTING

Methods Of Costing-Job Costing-Procedure Of Job Cost Accounting-Batch Costing- Introduction-Meaning Of Contract Costing-Recording Of Contract Costs-Meaning Of The Terms Used In Contract Costing - Cost Plus Contract.

COURSE TEXT:

1. Jain & Narang, *Cost Accounting*, Kalyani Publishers, New Delhi, 2015

COURSE REFERENCES:

1. Murthy & Gurusamy S, *Cost Accounting*, Tata Mc-Graw Hill, 2012
2. T.S. Reddy & Y. Hari Prasad, *Cost Accounting*, Margham Publications, Chennai, 2010



16UBU3MC02 PRINCIPLES OF MARKETING

SEMESTER: III

CREDIT: 6

CATEGORY: MC

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: CONCEPT OF MARKETING

Definition & Meaning of Marketing - Understanding the Market Place & Customer Needs - Designing a Customer Driven Marketing Strategy - Preparing an Integrated Marketing Plan and Program - Capturing Value from Customers - Changing Marketing Landscape - Marketing Strategy - Marketing Mix - 4P's & 7C's of Marketing - Analyzing Marketing Environment - Micro Environment - Macro Environment - Developing Marketing Information - Marketing Research - Analyzing and Using Marketing Information

UNIT 2: CONSUMER & SEGMENTATION

Characteristics affecting Consumer Behaviour - Types of Buying Decision Behaviour - Buyer Decision Process - Buyer Decision Process for New Products - Business Markets & Business Buyer Behaviour - Market segmentation - Requirements for Effective Segmentation - Segmentation of Business & International Markets - Market Targeting - Differentiation & Positioning

UNIT 3: PRODUCT & PRICE

Product - Levels of a product - Product & service classification - Product & Service decisions - Branding - Labeling - Packaging - New Product Development Process - Product Life Cycle Strategies - Price - Major Pricing Strategies - Internal and



External Considerations affecting Price Decisions - New Product Pricing Strategies - Product Mix Pricing Strategies - Price Adjustment Strategies - Price Changes - Public Policy & Marketing

UNIT 4 : PLACE & PROMOTION

Marketing Channels - Importance - Levels of Channels - Channel Members - Channel Behaviour & Organization - Channel Design Decisions - Channel Management Decisions - Marketing Logistics & SCM - Retailing - Wholesaling - Promotion Mix - Marketing Information Model - Need - Communication Process - Steps in developing Effective Marketing Communication - Advertising & Public Relations - Personal Selling & Sales Promotion - Online Marketing - Direct Marketing -

UNIT 5 : ESTABLISHING COMPETITIVE ADVANTAGE

Competitor Analysis - Identifying Competitors - Assessing Competitors - Selecting Competitors to Attack and avoid - Designing a competitive intelligence system - Competitive strategies - Approaches to marketing strategy - Basic competitive strategies - Competitive positions - Market Leader strategies - Market Challenger strategies - Market Follower strategies - Market Nicher strategies - Balancing Customer and Competitor Orientations - Sustainable Marketing

COURSE TEXT:

1. Philip Kotler, Gary Armstrong, *Principles of Marketing, A South Asian Perspective*, Pearson Education, 2012, 14th Edition

COURSE REFERENCES:

1. Rajan Saxena, *Marketing Management*, Tata McGraw Hill Education, 2012
2. Harsh V. Verma & Ekta Duggal, *Marketing*, Oxford University Press India, 2015



**16UCA3AL01 FINANCIAL ACCOUNTING PACKAGE
USING TALLY**

**Semester: IV
Category: AL**

**Credits: 3
No. of Hrs/week: 6 Hrs**

Objective:

1. To impart the students with the basic principles and concepts of accounting.
2. To provide Knowledge on the use and application of computer in accounting.
3. To implement all the concepts in using packages.

UNIT I

18HrsERP: Introduction – Need for ERP – Advantages – Major ERP Packages -Benefits of ERP – SAP: Introduction - Overview - SAP-History – Features - Organization – Technology

UNIT II

18Hrs

SAP Implementation Tools (Asap and Solution Manager) - System Landscape - Roles And responsibilities of a Consultant - Types of Projects - Change Transport System – ABAP : Overview – Features - ABAP Dictionary – Advantages.

UNIT III

18Hrs

SAP: Business Modules - SAP FI (Financial Accounting) Overview – GUI - Logon to SAP Environment – Screen Elements - Creating Favorites – Transaction – Configuration (IMG)

UNIT IV

18Hrs

FINANCIAL ACCOUNTING : Basic Settings- Overview of Organizational Elements in Accounting - Organizational Units- Define and Assign Organizational Units for Finance - Variant Principle - Fiscal Year and Posting Periods - Field Status Variants - Document types and Number Ranges - Posting Keys - Define Tolerance for GL Accounts and Employees - Global Parameters



UNIT V

18Hrs

FI Master Data Overview - Chart of Accounts - Types of Chart of Accounts - Define and Assign Chart of Accounts - Define Account Groups and Screen Layout for GL Accounts,- Define Retained Earnings Account, - GL Accounts Master Records – Postings - Display GL Account Balances and Document.

TEXT BOOK:

1. Enterprise Resource planning (ERP): Text and case studies by Murthy, C S V, HPH Teach yourself SAP in 24 hours by George Anderson; Danielle Larocca - Pearson Education
2. SAP business 1.0 Software www.sap.com/confactsap 3.4 to 3.7

REFERENCE BOOKS:

1. SAP FICO BOOKS; 2.4 edition, CreateSpace Independent Publishing Platfor,, 2014.
2. Financial Accounting with SAP: Quick Reference Guide to SAP FI,1st Edition, SAP Press, 2010
3. Financial Planning and analysis with SAP, Malcilm J. Faulkner, William D.Newman, , SAP Press, 2014



16UBU4MC01 - ELEMENTS OF OPERATIONS RESEARCH

Semester: IV
Category: MC

Credits: 6
No. of Hrs/week: 6 Hrs

OBJECTIVES:

1. To familiarize the students with the concepts, tools and practices of operation research.
2. To enable the students to learn about the decision making process using operations research in business firms.
3. To enable students to learn basic simple problems in LPP, transportation and game theory.

UNIT I INTRODUCTION TO OPERATIONS RESEARCH

Meaning – definition – origin and history – characteristic features – need – scope – steps – techniques – application – limitations

UNIT II LINEAR PROGRAMING PROBLEM (LPP)

Meaning – Requirements – assumptions – applications - Formulating LPP – advantages – limitations – formulating LP model (simple problems only)

UNIT III OBTAINING OPTIMAL SOLUTION FOR LINEAR PROGRAMING PROBLEM (LPP)



Graphical method – problems – Simplex method for \leq type of LPP & for slack variable case – maximization function – minimization function (simple problems only)

UNIT IV TRANSPORTATION PROBLEMS (INITIAL BASIC FEASIBLE SOLUTION)

Assumptions – degenerate solution – North-west corner method – least cost method – Vogel's approximation method – Assignment problems – Features – Transportation problem Vs Assignment problem – Hungarian Method (Simple problems only)

UNIT V GAME THEORY

Meaning – types of games – basic assumptions – finding value of game for pure strategy – mixed strategy – Indeterminate matrix and average method – graphical method – pure strategy – saddle point – pay-off matrix – value of game (simple problems only)

Proportion of theory and problems: 10 % and 90 %

COURSE TEXT:

1. Agarwal N P and Sonia Agarwal, Operations Research and Quantitative techniques, R B S A Publishers, New Delhi, 2009
2. Anand Sharma, *Operations Research*, Himalayan Publishing House, 2014, Mumbai
3. GURUSAMY S, *Elements of Operations Research*, Vijay Nicole Imprints, 2015, Chennai



COURSE REFERENCES:

1. Gupta P K & Gupta S P, *Quantitative Techniques & Operations Research*, Sultan Chand and Sons, 2014, New Delhi
2. Kapoor V K, *Operations Research Techniques for Management*, Sultan Chand and Sons, 2012, New Delhi
3. Kanti Swarup, P.K.Gupta & Man Mohan, *Operations, Research*Jain Book Agency, 2014, New Delhi

E-resources

- <http://www.learnaboutor.co.uk/>
- <http://www.theorsociety.com/>
- www.orcomplete.com
- <http://www.orsi.in/>

16UBU4MC02 INDUSTRIAL RELATIONS

SEMESTER: IV

CREDITS: 3

CATEGORY: MC

NO. OF HOURS / WEEK: 3

OBJECTIVES:

1. *To enable the students to understand the concept of Industrial relations,*
2. *To facilitate students to meaning of Industrial Conflict, its various causes and types as per Industrial Dispute Act of 1948*
3. *To understand the concept of Collective Bargaining, its functions and to have a knowledge of Trade Unions its features and functions*
4. *To enable the students know how to handle grievance, its nature and causes and procedure to handle it*



UNIT 1 : INTRODUCTION

Industrial Relations An Overview Concept of Industrial Relations – Characteristics – Scope – Factors influencing industrial relationship – Importance of harmonious industrial relations – objectives - approaches

UNIT 2 : INDUSTRIAL CONFLICT

Meaning – Causes – Types – Prevention – settlement – Industrial Dispute Act of 1948

UNIT 3 : COLLECTIVE BARGAINING

Meaning – functions – process – Workers' participation in management

UNIT 4 : TRADE UNIONS

Definition – features – functions – measures to strengthen trade union movement in India

UNIT 5 : GRIEVANCE HANDLING

Meaning- Nature and Causes - Grievance procedure – disciplinary procedure – indiscipline – causes of indiscipline.

COURSE TEXT:

1. N.D. Kapoor, A handbook on Industrial Laws, Sultan Chand & Sons, New Delhi, 2005
2. H. Samuel, Industrial Law, Vikhas Publications New Delhi, 2002

COURSE REFERENCES :

1. Malhotra, The Law of Industrial Disputes, Vikhas Publications New Delhi, 2004.
2. J.R. Carby Hall, Principles of Industrial Law, Pearson Publication, 2003.



16UBU4ES01 CORPORATE ACCOUNTING

SEMESTER: IV

CREDITS: 3

CATEGORY: ES1

NO. OF HOURS/ WEEK: 6

OBJECTIVES:

- 1. To understand the advanced concepts in Accounting and Finance*
- 2. To enable a student to analyze the financial statements*
- 3. To understand the various costs in manufacturing.*

UNIT 1: FINANCIAL STATEMENTS

Objectives of financial statements –Preparation and presentation of financial statements of companies under (schedule III). Profit & loss a/c - Balance sheet

UNIT 2: CASH FLOW STATEMENT

Meaning and Importance – Advantages & Limitations of Cash Flow Statement – Preparation of Cash Flow Statement

UNIT 3: UNDERWRITING

Underwriting –Purpose and importance – Underwriting commission – types of underwriting – Marked, unmarked and Firm Underwriting

UNIT 4 : REDEMPTION OF SHARES & DEBENTURES

Redemption of Debentures (using profits only) - Debenture Redemption Reserve – Redemption of preference shares – Provision of companies act – Capital profits and revenue profits – Minimum fresh issue of shares.

UNIT 5: PROFITS PRIOR TO INCORPORATION

Treatment of Profits or Loss Prior to Incorporation – Relevance of ‘Date of Commencement of Business’ – Methods of ascertaining Profit or Loss prior to incorporation (P&L A/c and Balance Sheet Method) - Buyback of shares-Rights issue-



Calculation of right price-Bonus issue-Rules Regarding bonus issue

COURSE TEXT:

1. T.S. Reddy & Dr. A. Murthy, *Corporate Accounting : Volume One*, Margham Publications, 2015
2. Gupta & Radhaswamy, *Advanced Accounting*, Sultan Chand & Sons, 2015

COURSE REFERENCES:

1. R L Gupta & Radhasamy, *Corporate Accounting*, Sultan Chand & Sons, New Delhi, 2014
2. Shukla M.C. & Grewal T.S., *Corporate Accounting*, Chand & Co., Publications, New Delhi, 2008
3. R S N Pillai, Bhagawathi, S. Uma, *Fundamentals of Advanced Accounting Volume II*, Sultan Chand & Sons, New Delhi, 2012

16UBU4ES02 CONSUMER BEHAVIOUR

SEMESTER : IV
CATEGORY: ES 1

CREDITS: 3
NO. OF HOURS/WEEK: 6

OBJECTIVES:

1. *It helps students to understand the behavior of consumers before and after purchase.*
2. *It helps students gain conceptual knowledge of motivation, perception, personality and other behavioral studies influence the consumer's purchase decisions.*
3. *It also gives an insight to the students about the decision-making process and its significance of the consumer behavior study in various other areas.*



UNIT 1: INTRODUCTION TO CONSUMER BEHAVIOUR

Meaning- Types of consumers- Interdisciplinary nature of CB -
Scope and Application of CB- Market segmentation and CB -
Consumer Research

UNIT 2: CONSUMER DECISION MAKING PROCESS

Problem Recognition - Pre Purchase Search- Purchasing Process
- Post Purchase Behavior- Models of Consumer decision making
- Customer Loyalty

UNIT 3: INDIVIDUAL DETERMINANTS OF CONSUMER BEHAVIOUR

Personality- Motivation- Perception - Learning - Attitudes -
Concepts Only

UNIT 4: EXTERNAL DETERMINANTS OF CB : FAMILY, AGE & GENDER

Functions- FLC stages - Family Decision Making - Role of Child
in Decision Making - Women's Buying Behavior.

UNIT 5: INFLUENCE OF CULTURE AND SUBCULTURE ON CONSUMER BEHAVIOUR

Characteristics - Measurement of Culture - Content analysis-
Consumer Fieldwork-Subculture - religious - regional- racial-
age and gender culture - Nature, Purpose, Factors,
Organizational buying decisions: Types, Process, Criteria for
Segmenting Organizational Markets

COURSE TEXT:

1. Schiffman, L.G., Kanuk. L. L, & Kumar. S. R, *Consumer Behavior*, Prentice Hall Publications, 2010, 10th Edition

COURSE REFERENCES:

1. Suja R. Nair, *Consumer Behaviour & Marketing Research*, Himalaya Publishing House Pvt. Ltd., 2016
2. Srabanti Mukherjee, *Consumer Behaviour*, Cengage Learning, 2012



16UBC4AL01 ELEMENTS OF COMPANY LAW

SEMESTER: IV
CATEGORY: AL

CREDIT: 3
HOURS/WEEK: 6

OBJECTIVES:

- 1. To develop an understanding of the regulation of registered companies and to provide thorough understanding of the various provisions of the Indian Company Law*
- 2. To provide conceptual understanding of the cases of Company Law.*

UNIT-I: INTRODUCTION

Company – meaning- definition - characteristics –Corporate Veil- lifting of corporate veil - Types of companies – on basis of affiliation, members, liability, ownership and control – one person company – small company – meaning of LLP - features - advantages and disadvantages.

UNIT–II: INCORPORATION AND ITS CONSEQUENCES

Formation of a company - Promoters – meaning and importance - position , duties and liabilities-Incorporation of a company- pre incorporation contracts –certificate of incorporation –certificate of commencement of business – Memorandum of Association – contents of memorandum of Association – alteration - Doctrine of ultra vires – Articles of Association – contents – limitations in its alteration. –Doctrine of indoor management.

UNIT – III: FINANCIALSTRUCTURE

Shares – meaning - classes of shares - equity shares – types – preference shares – meaning – types – difference between equity and preference shares – sweat equity shares – ESOS - issue of shares at premium - transfer and transmission of shares (physical and electronic transfer)

UNIT - IV: PROSPECTUS

Prospectus – definition; abridged prospectus; statement in lieu of prospectus; shelf prospectus - contents, registration, misstatements and penalties



UNIT – V: MEMBERSHIP

Membership - modes of acquiring membership including through depository mode; restriction on membership – rights and privileges of members.

COURSE TEXT:

1. Kapoor N.D., *Elements of company law*, Sultan Chand Publications, 2014.

COURSE REFERENCES:

1. Ghosh P.K & Balachandran .V, *Company Law and practice*, Sultan chand and sons, 2014
2. Sangeeth Kedia, *Advanced company law and practice*, Pooja Law Publishing co, 2014

16UBU5MC01 STRATEGIC MANAGEMENT

SEMESTER: V

CREDIT: 6

CATEGORY: MC

NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. *To make the student understand the basic conceptual framework of Strategic management*
2. *To understand the competitive advantage of Management*
3. *To make them understand the various level of strategies like Business , corporate Level*

UNIT 1: STRATEGY & PROCESS

Concept of Strategy - Level of Strategy - Conceptual Framework for Strategic Management - Benefits - Strategic Management Process - Strategic Intent - Vision, Mission and Purpose - Business Definition - Objectives - Goals - Social Responsibility

UNIT 2: COMPETITIVE ADVANTAGE

The External Environment Analysis - SWOT Analysis - Michael Porter Five Force Model (Industry Environment Analysis) - Strategic Groups - Competitor Analysis - Analyzing Internal



Organization - Resources, Capabilities & Core Competencies - Building Core Competencies - Outsourcing - McKinsey 7S Model

UNIT 3: BUSINESS LEVEL STRATEGIES

Generic Strategies - Stability, Expansion, Retrenchment, Combination Strategies - Business Level Strategies - Purpose of Business Level Strategy - Types of Business Level Strategy - Cost Leadership Strategy - Differentiation Strategy - Focus Strategy - Integrated Cost Leadership/Differentiation Strategy

UNIT 4: CORPORATE LEVEL STRATEGIES

Strategy in Global Environment - Corporate Strategy - Purpose - Vertical Integration - Diversification - Reasons for Diversification - Strategic Alliance - Mergers & Acquisitions - Reasons for Acquisitions - Problems in Achieving Acquisition Success - Joint Ventures - Building & Restructuring the Corporation - Strategic Analysis & Choice - ETOP - Corporate Portfolio Analysis - Gap Analysis - Selection of Matrix

UNIT 5: STRATEGY IMPLEMENTATION & EVALUATION

Strategy Implementation - Objectives - Process - Benefits - Resource Allocation - Designing Organizational Structure - Designing Strategic Control System - Matching Control & Structure to Strategy - Implementing Strategic Change - Politics - Power & Conflict - Strategic Evaluation - Objectives - Benefits - Techniques - Strategic Control – Process

COURSE TEXT:

1. Hitt, Ireland, Hoskisson, *Strategic Management*, Thomson Learning, 7th Edition

COURSE REFERENCES:

1. M A Hitt, *Strategic Management*, Cengage Learning, 2011
2. David R Fred, *Strategic Management: Concepts & Cases*, Pearson Education, 2012



16UBU5MC02 FINANCIAL MANAGEMENT

SEMESTER: V

CREDITS: 6

CATEGORY: MC

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 : FINANCIAL MANAGEMENT

Introduction- Meaning- Evolution- Importance- Conflicts in Profit Versus Value Maximization- Principle- Role of Chief Financial Officer(CFO)- Relationship of Financial Management with Related Disciplines- concept of Time Value of Money- Compounding and discount- simple interest & compound interest.

UNIT 2 : CAPITAL STRUCTURE

Capital structure theories- Net income approach – traditional approach – net operating income approach – MM approach - over capitalization and under capitalization.- Designing a capital structure - key concepts of designing optimal structure- optimal capital structure- EBIT-EPS Analysis- cost of capital, capital structure and Market Price of share.

UNIT 3 : BUSINESS RISK AND FINANCIAL RISK

Debt versus Equity Financing - types of Leverages – operating leverages – financial leverage – combined leverage - Cost of capital- significance- Determination- Cost of Long Term Debt- Cost of Preference share capital - cost of Equity share capital- cost of Retained Earnings- Weighted Average Cost of Capital (WACC).



UNIT 4 :CAPITAL BUDGETING

Capital budgeting – Definition – Purpose – Process – Types of capital investment decisions – Project’s cash flow – Basic principles for measuring project’s cash flow - Traditional technique – ARR – Pay back method – Discounted methods – NPV-Discounted pay back method- Profitability index – IRR

UNIT 5 : SOURCES OF FINANCE (ONLY THEORY)

Introduction – Financial needs and sources of finance of a business – Long term sources of finance- Venture capital financing – Debt securitization – Lease financing – Short term sources of finance – Other sources of financing – International financing.

COURSE TEXTS:

1. S. N. Maheswari, *Financial Management*, Sultan Chand & Sons, 2015

COURSE REFERENCES:

1. I M Pandey, *Financial Management*, Vikas Publishing House, 2015
2. Prasanna Chandra, *Financial Management*, Tata Mc-Graw Hill, 2004

16UBU5MC03 HUMAN RESOURCE MANAGEMENT

SEMESTER: V

CREDITS: 6

CATEGORY: MC

NO. OF HOURS/WEEK: 6

COURSE 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 resource.*



UNIT 1 : INTRODUCTION

Nature of HRM - Scope - Objectives - Importance - System Approach to HRM - Functions of HRM - HRM & Competitive Advantage - Skills & Roles of HR Manager - Meaning of Strategic HRM - Personnel Management Definition

UNIT 2 : JOB ANALYSIS & HRP

Job Analysis - Uses - Process - Methods of Collecting Job Analysis Data - Job Description - Job Specification - Human Resource Planning (HRP) - Objectives of HRP - Importance of HRP - Process of HRP - Effective HRP - Attrition Management - Retention Management - Outsourcing

UNIT 3 : RECRUITMENT & SELECTION

Recruitment - Meaning & Definition - Constraints & Challenges - Sources of Recruitment - Methods of Recruitment - Selection - Definition - Purpose - Selection Process - Application Blank - Curriculum Vitae - Testing - Employment Interview - Interview Process - Medical Screening - Appointment Order

UNIT 4 : TRAINING & PERFORMANCE APPRAISAL

Training - Need for Training - Training Vs. Development - Areas of Training - Types of Training - Methods of Training - Succession Planning - Performance Appraisal - Objectives - Process of Performance Appraisal - Methods of Performance Appraisal - Traditional & Modern Methods - Essential Characteristics of an Effective Appraisal - Potential Appraisal

UNIT 5 : EMPLOYEE GRIEVANCES, DISCIPLINE & STRESS MANAGEMENT

Incentives - EAP - Employee Welfare Facilities - Teams - Team work - Team Building - Employee Grievances - Employee Grievance Procedure - Discipline - Kinds - Approaches to Discipline - Punishments - Essentials of Good Disciplinary System - Job Stress - Stress Management

COURSE TEXT:



1. V S P Rao, *Human Resource Management*, Excel Books, 2010

COURSE REFERENCES:

1. C B Gupta, *Human Resource Management*, Sultan Chand & Sons, New Delhi, 2012
2. Aswathappa K, *Human Resource Management*, Tata Mc-Graw Hill Education, 2010
3. Wayne Mondy Robert, *Human Resource Management*, Pearson Education, 12th Edition, New Delhi, 2010

16UBU5ES01 INDIRECT TAX

SEMESTER: V

CREDITS: 3

CATEGORY: ES 2

NO. OF HOURS/ WEEK: 6

OBJECTIVES:

1. *To make a student to understand the various indirect taxes in India*
2. *To enable a student to understand the indirect tax structure in India.*

UNIT 1 :INTRODUCTION

Direct and Indirect Taxes, Features of indirect taxes, Principal indirect taxes, Administration of indirect taxes

UNIT 2 :CENTRAL EXCISE DUTY

Constitutional provisions, Types of excise duties, Sources of central excise law, Levy of duty, Goods and excisable goods, Manufacture and Manufacturer, General procedures, SSI exemption.



UNIT 3 :CUSTOMS DUTY

Constitutional provisions, Sources of customs law, Levy of customs duty, Exemption from customs duty, Classification and Valuation of imported/export goods

UNIT 4 :VAT

VAT in Indian context, Constitutional provisions relating to State-Level VAT, VAT rates and coverage of goods, Input tax credit (ITC), VAT procedures

UNIT 5 :SERVICE TAX

Introduction, Genesis of service tax in India, Constitutional Provisions, Sources of service tax law, Definition of service, Charge of service tax, Negative list of services

COURSE TEXT:

1. ICAI, study material, paper 4 – *Indirect tax*, July 2015

COURSE REFERENCES:

1. VinodSinghania K. & Monica Singhania, *Students Guide to Income Tax*, Taxman Publications, 2012
2. Gaur V.P., and Narang D.B., *Income Tax Law and Practice*, Kalyani Publishers
3. Mehrotra& Dr. Goyal, *Income Tax Law and Practice*, SahityaBhawan Publications



16BU5ES02 SUPPLY CHAIN MANAGEMENT

SEMESTER: V

CREDITS: 3

CATEGORY: ES2

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.*
- 3. To make the student understand the basic function of Outsourcing, procurement, Inventory, warehousing & Transportation.*

UNIT 1: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

Conceptual Model of SCM - Evolution of SCM - SCM Approach - Elements in SCM - SCM Principles in Manufacturing Management - Key Concepts in Lean Manufacturing - Elements of Lean Manufacturing - Drivers - Characteristics - Levels - Approaches - Methods - Benefits & Disadvantages - SCM for Mass Customization

UNIT 2: OUTSOURCING & PROCUREMENT

Outsourcing concepts - Control Measures - 4 M's Management - Procurement Management in Supply Chain - Purchasing Cycle - Different principles of purchasing- Material Requirement Planning - Evolution of 3PL - 3PL Implementation - Operations of Indian 3PL's - 4PL - Components - Financial Supply Chain- Elements of Financial Supply Chain - e Financial Supply Chain.

UNIT 3: LOGISTICS COMPONENTS & INVENTORY MANAGEMENT

Logistics Process - Components - Characteristics of logistics components - Inventory Planning - Inventory - Types of inventory - Conceptual Framework of Inventory - EOQ Model -



ABC Analysis –ABC_ VED analysis - Inventory Control Procedures - Distribution Requirement Planning (DRP) –JIT System- Prerequisites of JIT system.

UNIT 4: WAREHOUSING & TRANSPORTATION

Warehousing - Need for Warehousing Management - Role of Warehousing in Logistics System - Types of Warehouses - Warehouse Functions – Transportation – Modes - Multi Modal Networks- Material Handling - Types of Material Handling equipment's - Protective Packaging – Forms of Protective Packaging.

UNIT 5: INTRODUCTION TO LOGISTICS MANAGEMENT

Logistics Management - Elements - Achievement of Competitive Advantage through Logistics - Source of Competitive Advantage - Marketing & Logistics Interface - Work of Logistics - Integrated Logistics - Operational Objectives - Barriers to Integration - Logistical Performance Cycles - Principles of Designing or Evaluating LIS Applications - Logistics Information Architecture

COURSE TEXT:

1. Ailwadi, Satish. C, Singh, P. Rakesh, *Logistics Management*, PHI Learning Private Limited, 2nd Edition, 2012
2. Altekar, Rahul. V, *Supply Chain management*, PHI Learning Private Limited, 2012
3. Sanjay Dalmia, *Financial Supply Chain Management*, Tata Mc-Graw Hill Publications, 1st Edition, 2008

COURSE REFERENCES:

1. Vinod V. Sople, *Logistics Management*, Pearson Education, 2nd Edition, 2009
2. N. Chandrasekaran, *Supply Chain Management*, Oxford University Press India, 1st Edition, 2010



3. D K Agrawal, *Logistics & Supply Chain Management*, Macmillan Publishers, 2009

16UBU5SK01 MANAGEMENT ACCOUNTING

SEMESTER: V

CREDITS: 4

CATEGORY: SK

NO. OF HOURS/WEEK: 6

OBJECTIVES:

- 1. To make a student understand and identify the various costs involved in the business.*
- 2. To help students analyze the various costs which will assist in decision making.*
- 3. To help students in setting budgets and analyze the variance.*

UNIT 1 : INTRODUCTION

Nature and Scope of Management Accounting – Financial Statement Analysis– Comparison between Cost accounting and Management accounting, Financial accounting and Management accounting–Fund flow statement – Meaning- Objectives- Importance- Advantages- Limitations- Difference between Fund flow statement and Balance Sheet, Difference between Fund flow statement and Cash flow Statement

UNIT 2 :RATIO ANALYSIS

Meaning of ratio analysis- modes of expression of ratios- steps in ratio analysis-Advantages of Ratio analysis- Limitations of Ratio analysis- Classification of Ratio analysis- Functional classification- Profitability Ratios- Turnover Ratios- Functional Ratios and computation of various ratios - Conversion of ratios into Balance Sheet

UNIT 3 : MARGINAL COSTING

Meaning, Characteristics of Marginal Costing, facts about marginal costing - Distinction between Marginal and Absorption



Costing, Advantages and Limitations of Marginal Costing, Cost-Volume-Profit Analysis methods of break even analysis – algebraic calculation - Margin of Safety- Decision making – Make or buy – key factor – product elimination

UNIT 4 : BUDGETARY CONTROL

Meaning of Budget and Budgeting, Essentials of Budget, Characteristic of Budget, Objectives of Budgeting, Meaning of Budgetary Control, Different Types of Budgets – Zero based budgets- Preparation of Budgets – flexible – sales – production – direct material usage budget – direct material purchase budget - direct labour budget – factory overhead budget – selling and distribution cost budget – administration cost budget – cash budget - production cost budget.

UNIT 5 : STANDARD COSTING

Introduction - Setting up of Standard Cost, Types of Standards, Need for Standard Costs - Types and classification of Variances – Sales variances – Material variances(without opening and closing stock) – labor variances(with out idle time) – variable and fixed overhead variances(with out calendar variance) - preparation of operating statement(only using absorption costing).

COURSE TEXT:

1. Jain & Narang, *Management Accounting*, Kalyani Publishers, 2015
2. S.N. Maheswari, *Management Accounting*, Sultan Chand & Sons, 2015

COURSE REFERENCES:

1. T.S. Reddy & Y. Hari Prasad, *Management Accounting*, Margham Publications, Chennai, 2015



16UBU5SK02 RURAL MARKETING

SEMESTER: V

CREDIT: 4

CATEGORY: SK

NO. OF HOURS / WEEK: 6

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 MARKETING – INTRODUCTION

Defining Rural Markets – Scope - Characteristics and Potential - Road Blocks - Rural Myths - Rural Marketing Mix - Evolution of Rural Marketing - Rural Marketing Environment - Rural Infrastructure - Rural vs Urban Marketing

UNIT 2 : CONSUMER BEHAVIOUR & RESEARCH

Rural Consumer Behavior - Factors influencing rural Consumer Behaviour - Rural Buyer Decision Process – Rural Product Adoption Process.

UNIT 3 : SEGMENTATION & PRODUCT STRATEGY

Rural Segmentation - Prerequisites for Effective Segmentation - Bases for Segmentation - Targeting - Positioning - Rural Product concept - Classification of Rural Products - Product Decisions & Strategies - New Product Development for rural - Rural Branding - Fake Brands - Packaging – Labeling

UNIT 4 : PRICING, DISTRIBUTION & PROMOTION

Pricing in Rural India - Factors influencing price in rural markets - Price Strategies - Rural Distribution channels & Models - Channel members - Channel behavior - Rural Communication - Challenges – Developing Rural Communication - Promotion techniques



UNIT 5: RURAL SERVICES MARKETING & STRATEGIES

Changing scenario of Rural Markets - Telecommunication Services - ITC e-Choupal - Financial Services - i Shakti - n Logue - Healthcare services - Future of Rural Marketing – Rural CRM- Definition- Rural Marketing Strategies of FMCG companies - Emergence of Organized Retailing

COURSE TEXT:

1. PradeepKashyap, *Rural Marketing*, Pearson Education Publications, 2012

COURSE REFERENCES:

1. C.S.G., *Rural Marketing*, Pearson Education Publications, 2009
2. Awadhesh Kumar Singh & SatyaPrakashPandey, *Rural Marketing : Indian Perspective*, New Age International Publications, 2007

16UBU6MC01 ENTREPRENEURSHIP

SEMESTER : VI

CREDITS: 6

CATEGORY : MC

NO. OF HOURS / WEEK :6

OBJECTIVES:

1. *To give a basic understanding on Entrepreneurship.*
2. *It also helps in understanding various theories of Entrepreneurship.*
3. *To give a basic understanding of venture promotion and raising fund concept*

UNIT 1 : ENTREPRENEUR & ENTREPRENEURSHIP

Entrepreneur : Definition & Concept - Characteristics -
Entrepreneurship : Definition, Concept & Characteristics -
Emergence of Entrepreneurship - Classification of Entrepreneur



- Functions of Entrepreneur - Qualities of an Entrepreneur - Business Plan Writing

UNIT 2 : THEORIES OF ENTREPRENEURSHIP

Sociological Theories (Theory of Religious Belief Max Weber) - Economic Theories (Schumpeteris Theory of Innovation, Harvard School Theory) - Views on Entrepreneurship (Walker) - Models of Entrepreneurship

UNIT 3: PROMOTION OF A VENTURE

Opportunity Analysis - Environment & Entrepreneurship - Technological Environment - Competitive factors - Steps in setting up a small scale industrial enterprise - Legal requirements for establishing a new unit - Policies of Government

UNIT 4 : RAISING OF FUNDS & ENTREPRENEURIAL BEHAVIOUR

Raising of Funds - Internal and External - Sources of Finance to Entrepreneurs - Capital structure - Capitalization - Venture capital - Origin, Concept - Features - Innovation & Entrepreneur - Social Responsibility - Institutions providing Financial assistance to Indian Entrepreneurs - Role of Financial Institutions towards Entrepreneurship

UNIT 5 : EDP & ENTREPRENEURSHIP

EDP : Meaning & Objectives - Indian EDP model - Phases of EDP - Evaluation of EDP - Role & Achievements of EDP - Rural Entrepreneurship - Women Entrepreneurship - Concept - Factors Governing - Schemes for Women Entrepreneurs

COURSE TEXT:

1. Mohanty&SangramKeshari, *Fundamentals of Entrepreneurship*, PHI Learning Private Limited, 2013

COURSE REFERENCES:

1. H. Nandan, *Fundamentals of Entrepreneurship*, PHI Learning Private Limited, 3rd Edition, 2013
2. C. B. Gupta & S. S. Khanka, *Entrepreneurship & Small Business Management*, Sultan Chand & Sons, New Delhi, 2014.



**16UBU6MC02 PRODUCT, BRAND & SERVICE
MANAGEMENT**

SEMESTER : VI

CREDITS: 6

CATEGORY :MC

NO. OF HOURS / WEEK:6

OBJECTIVES:

- 1. To give a basic understanding on Brand and product management and its implications.*
- 2. It also helps in understanding various branding strategies.*
- 3. To give a basic understanding of service marketing.*

**UNIT 1 : INTRODUCTION TO PRODUCT
MANAGEMENT**

Product Management - Need - Importance - Role of Product Manager - Role of Products - Levels of Products - Deciding the Level of Product Offered - Converting Ideas into Products - Product Customization - Deciding Product Features - Product Life Cycle - New Product Development - Product Innovation - Competitor Analysis - Product Market Analysis on Packaged Drinking Water, Soft Drinks, Toothpaste, Mobile Phones.

UNIT 2: CONCEPT & BRAND COMPETITION

Meaning - Brand Management - Brand - Brand & Products - Brand Perspectives - Anatomy of a Brand - Why Brands Make Sense? - Economic Ideal - Competition Disarms - Product Commonality - Brand Power - Customer Loyalty - Brand & Trust

UNIT 3: BRAND EVOLUTION & POSITIONING

Brand Levels - Brand Evolution - Value Hierarchy - Evolution of Brand Positioning - Position & Product Position - 3C's of Positioning - Competitive Positioning - Positioning Strategy - Brand Success



UNIT 4 : BRAND EQUITY & IDENTITY

Building superior brands - Brand equity - Brand image constellation - Brand image dimensions - Brand equity Assets & Liabilities -Brand identity - Levels – Perspectives

UNIT 5 : INTRODUCTION TO SERVICE MARKETING & DISTRIBUTION

Services Defined - Services marketing -Services Marketing in India- Service Economy- Growth of Service Sector - Reasons for Growth in Service Sector – Scope - Characteristics and Challenges - Database Marketing - Service Distribution - Service Transactions - Banking Services - Channels for Service Distribution - Services e-retailing - Service Quality Management - Service Failures & Recovery

COURSE TEXT:

1. KaushikMukerjee, *Product Management : Text & Cases*, PHI Learning, 2010
2. RamanujMajumdar, *Product Management in India*, PHI Learning, 3rd Edition, 2007
3. Harsh V. Verma, *Brand Management*, Excel Books, New Delhi, 2006
4. K. Rama MohanaRao, *Services Marketing*, Pearson Education Publications, 2011



16UBU6MC03 PROJECT MANAGEMENT

SEMESTER: VI
CATEGORY: MC

CREDIT: 6
NO. OF HOURS / WEEK: 6

OBJECTIVES:

- 1. To familiarize students with the steps involved in managing a project.*
- 2. To familiarize the methods of financing of projects and in controlling its cost.*
- 3. To understand the risk of the project and closure of the project.*

UNIT 1: INTRODUCTION

Project management: Definition- History of project management - Project characteristics - Taxonomy of projects - Project environment - Project as a conversion process - Project life cycle – Project Selection Methods – Project Portfolio Process – Project Manager roles and responsibilities- Project Teams.

UNIT 2: MARKET & DEMAND ANALYSIS

Situational Analysis- steps in Market and Demand Analysis - Collection of Secondary Information – Conduct a market Survey – Characteristics of the market – Demand forecasting – Uncertainties in Demand Forecasting – Technical Analysis: Manufacturing Process technology- Technical Arrangements- Material Inputs and utilities – Plant location & capacity – structure & Civil works 0 Environmental aspects – Project Charts & layout – Schedule for Project implementation.

UNIT 3: FINANCIAL ESTIMATION & PROJECTION

Project cost estimation - Project financing – Means of Financing – Working capital advances- Financial evaluation of projects - Financial projections - Project planning and scheduling – Estimation of sales and Production, Resource analysis,



Justification and Evaluation - Teams and organization - Project cost control.

UNIT 4: PROJECT RISK ANALYSIS

Sources, Measures and Perspective on Risk – Sensitivity analysis – scenario analysis- Break Even analysis – Hiller Model – Simulation Analysis – Decision Tree Analysis – Managing risk – Risk Analysis in Practice – How financial Institutions analyze risk.

UNIT 5: PROJECT EVALUATION, AUDIT & CLOSURE

Project management Information system-Project Control Process-Monitoring Time Performance-Integrated information system-Developing a status report – Project Audit process-Project Closure- Future Project management.

COURSE TEXT:

1. Chandra Prasanna, *Projects – Planning, Analysis, Selection, Implementation and Review*, Tata McGraw Hill, New Delhi, 2014, 8th Edition.
2. Clifford F. Gray & Erik W. Larson, *Project Management – The Managerial Process*, Tata McGraw Hill, New Delhi, 2014, 3rd Edition.

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.
3. Harvey Maylor, *Project Management*, Third Edition, Pearson Education, 2006.



**16UBU6MC04 INTERNATIONAL BUSINESS
MANAGEMENT**

SEMESTER : VI

CREDITS: 6

CATEGORY: MC

NO. OF HOURS / WEEK: 6

OBJECTIVES:

- 1. To enable the students to understand the various modes of entering global markets.*
- 2. To impart the students with regional economic integrations.*
- 3. To examine the international monetary, strategy & marketing environment.*

UNIT 1: OVERVIEW OF INTERNATIONAL BUSINESS

International Business - Objectives - Modes of International Business - Exports & Imports - Licensing - Franchising - Management Contracts - Joint Ventures - Turnkey Projects - Wholly - owned Subsidiaries - Strategic Alliances - Mergers & Acquisitions - Contract Manufacturing - Why to Go for International Business? - Impediments in International Business - Globalization - Advantages - Implications - Impact

**UNIT 2: INTERNATIONAL BUSINESS ENVIRONMENT
& INTERNATIONAL TRADE**

International Business Environment - International Political Environment - Political System - Political Risk - Legal System - International Economic Environment - Economic Development - Economic Systems - Key Economic Parameters - International Trading Environment - International Trade Theory - Comparative Advantage Theory - Heckscher-Ohlin Theory - India's Foreign Trade - GATT - WTO

UNIT 3: REGIONAL ECONOMIC INTEGRATION

Regional Economic Integration - Levels of Economic Integration - NAFTA - Features & Impact - ASEAN - Vision, Free Trade Areas & Economic Community - SAARC - Objectives -



Principles - Potential Areas of Cooperation - Problems - Role of India - BRICS - Objectives - Focus of BRICS - Target Sectors for BRICS Trade

UNIT 4: INTERNATIONAL MONETARY SYSTEM

FDI - Types of FDI - Growth of FDI - FDI Destinations - FDI Sources - Methods for making FDI - Why Organizations go for FDI? - FDI & Host Nation - FDI & Home Nation - Foreign Exchange Market - Players - Major Foreign Exchange Markets - Factors in Exchange Rate Determination - Uses - Foreign Exchange Rate - Foreign Exchange Rate Classification - IMF - World Bank - IFC - IDA

UNIT 5 : INTERNATIONAL STRATEGY & MARKETING

International Strategy - Strategy of International Business - Organization Strategy of International Business - International Marketing - Market Analysis - Environmental Analysis - International Product Policies & Decisions - International Market Selection Process - India - An Emerging Market - International HRM - Meaning

COURSE TEXTS:

1. Sanjay Misra, P.K. Yadav, *International Business : Text & Cases*, PHI Learning, New Delhi, 2009
2. Francis Cherunilam, *International Business : Text & Cases*, PHI Learning, New Delhi, 2010
3. John Daniels, *International Business : Environments & Operations*, Pearson Education, 2009

COURSE REFERENCES:

1. Paul Justin, *International Business*, Prentice Hall of India Pvt. Ltd., New Delhi, 5th Edition, 2011
2. K. Aswathappa, *International Business*, Tata Mc-Graw Hill, 2012
3. Francis Cherunilam, *International Business Environment*, Himalaya Publishing House Pvt. Ltd., 2015



16UBU6MS01 WORKING CAPITAL MANAGEMENT

SEMESTER: VI

CREDITS: 4

CATEGORY: MS

NO. OF HOURS/WEEK: 6

OBJECTIVES:

- 1. To make a student understand the various sources of working capital.*
- 2. To make a student understand the management of working capital.*

UNIT 1 : CONCEPT OF WORKING CAPITAL

Introduction – Meaning – Determinants – Issues – Estimating - Operating Or Working Capital Cycle.

UNIT 2 : FINANCING OF WORKING CAPITAL

Introduction – Sources Of Finance – Working Capital Finance From Banks – Forms Of Bank Credit.

UNIT 3 : TREASURY AND CASH MANAGEMENT

Meaning – Functions – Management Of Cash – Methods – Cash Management Models – Recent Development – Management Of Marketable Securities

UNIT 4 : MANAGEMENT OF TRADE RECEIVABLE

Introduction – Aspects Of Management Of Debtors – Factors Determining Credit Policy – Factors Under The Control Of The Finance Manager – Approaches To Evaluation Of Credit Policies – Financing Receivables.

UNIT 5 : MANAGEMENT OF TRADE PAYABLES AND INVENTORY

Introduction – Cost and Benefits of Trade Credit – Computation of Cost of Payables - Inventory Management.

COURSE TEXTS:



1. S. N. Maheswari, *Financial Management*, Sultan Chand & Sons, 2015

COURSE REFERENCES:

1. Khan and Jain, *Management Accounting & Financial Management*, Tata McGraw Hill publishers, New Delhi, 2004
2. Pandey I.M., *Financial Management*, Tata McGraw Hill Publishers, New Delhi, 2004

16UBU6MS02 RETAIL MANAGEMENT

SEMESTER: VI

CREDITS: 4

CATEGORY: MS

NO. OF HOURS/WEEK: 6

OBJECTIVES:

1. *To understand the basic concepts of Retail Management.*
2. *To provide an in-depth understanding of retail marketing, building sustainable relationship, buyer behaviour.*
3. *To provide an understanding about retail locations.*

UNIT 1 : INTRODUCTION TO RETAIL MANAGEMENT

Retail Management - Need - Retailing - Retailer Functions - Social & Economic Significance of Retailing - Opportunities in Retailing - The Retail Management Process - Retailer Characteristics - Types of Merchandise - Variety & Assortment - Services Offered - Food Retailers - General Merchandise Retailers - Non Store Retailers - Services Retailing - Types of Ownership

UNIT 2 : RETAIL CHANNELS

Retail Channels for Interacting with Customers - Evolution Toward Multi Channel Retailing - Capabilities Need for Multi Channel Retailing - Issues in Multi Channel Retailing - Shopping in the Future

UNIT 3 : RETAIL BUYING PROCESS



Retail Buying Process - Types of Buying Decisions - Social Factors Influencing Buying Process - Market Segmentation

UNIT 4 : RETAIL STRATEGY

Retail Strategy - Target Market & Retail Format - Building a Sustainable Competitive Advantage - Growth Strategies - Global Growth Opportunities - Strategic Retailing Planning Process

UNIT 5 : PLANNING RETAIL LOCATIONS & RETAIL COMMUNICATION

Types of Retail Locations - Unplanned Retail Locations - Shopping centers - Other Location Opportunities - Location & Retail Strategy - Legal Considerations - Evaluating Specific Areas for Location - Site Characteristics - Trade Area Characteristics - Estimating Potential Sales for a Store Site - Retail Communication Mix - Methods of Communicating with Customers - Store Layout - Visual Merchandising

COURSE TEXT:

1. Michael Levy, Barton A. Weitz & Ajay Pandit, *Retailing Management*, Tata Mc-Graw Hill Publications, 8th Edition, 2012

COURSE REFERENCES:

1. Swapna Pradhan, *Retailing Management : Text and Cases*, Tata Mc-Graw Hill Publications, 4th Edition, 2013
2. S. C. Bhatia, *Retail Management*, Atlantic Publishers, 2008
3. Gibson G. Vedamani, *Retail Management*, 4th Edition, Jaico Publishing House, 2013



**BBA ALLED OFFERED TO OTHER
DEPARTMENTS**

16UBU2AL01 PRINCIPLES OF MARKETING

SEMESTER: I

CREDITS: 3

CATEGORY: AL

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: CONCEPT OF MARKETING

Definition & Meaning of Marketing - Understanding the Market Place & Customer Needs - Designing a Customer Driven Marketing Strategy - Preparing an Integrated Marketing Plan and Program - Capturing Value from Customers - Changing Marketing Landscape - Marketing Strategy - Marketing Mix - 4P's & 7C's of Marketing - Analyzing Marketing Environment - Micro Environment - Macro Environment - Developing Marketing Information - Marketing Research - Analyzing and Using Marketing Information

UNIT 2: CONSUMER & SEGMENTATION

Characteristics affecting Consumer Behaviour - Types of Buying Decision Behaviour - Buyer Decision Process - Buyer Decision Process for New Products - Business Markets & Business Buyer Behaviour - Market segmentation - Requirements for Effective Segmentation - Segmentation of Business & International Markets - Market Targeting - Differentiation & Positioning



UNIT 3: PRODUCT & PRICE

Product - Levels of a product - Product & service classification - Product & Service decisions - Branding - Labeling - Packaging - New Product Development Process - Product Life Cycle Strategies - Price - Major Pricing Strategies - Internal and External Considerations affecting Price Decisions - New Product Pricing Strategies - Product Mix Pricing Strategies - Price Adjustment Strategies - Price Changes - Public Policy & Marketing

UNIT 4 : PLACE & PROMOTION

Marketing Channels - Importance - Levels of Channels - Channel Members - Channel Behaviour & Organization - Channel Design Decisions - Channel Management Decisions - Marketing Logistics & SCM - Retailing - Wholesaling - Promotion Mix - Marketing Information Model - Need - Communication Process - Steps in developing Effective Marketing Communication - Advertising & Public Relations - Personal Selling & Sales Promotion - Online Marketing - Direct Marketing -

UNIT 5 : ESTABLISHING COMPETITIVE ADVANTAGE

Competitor Analysis - Identifying Competitors - Assessing Competitors - Selecting Competitors to Attack and avoid - Designing a competitive intelligence system - Competitive strategies - Approaches to marketing strategy - Basic competitive strategies - Competitive positions - Market Leader strategies - Market Challenger strategies - Market Follower strategies - Market Nicher strategies - Balancing Customer and Competitor Orientations - Sustainable Marketing

COURSE TEXT:

1. Philip Kotler, Gary Armstrong, *Principles of Marketing, A South Asian Perspective*, Pearson Education, 2012, 14th Edition

COURSE REFERENCES:



1. RajanSaxena, *Marketing Management*, Tata McGraw Hill Education, 2012
2. Harsh V. Verma&EktaDuggal, *Marketing*, Oxford University Press India, 2015

16UBU3AL01 GLOBAL BUSINESS MANAGEMENT

SEMESTER: III

CREDITS: 3

CATEGORY: AL

NO. OF HOURS/WEEK: 6

COURSE OBJECTIVES:

1. *To enable a student to understand the international environment*
2. *To make a student understand the foreign entry strategies*
3. *To make a student understand the importance of strategic alliance*

UNIT 1 : INTRODUCTION

International Business - Why Study International Business? - International Business Activities - The Era of Globalization - The Contemporary causes of Globalization

UNIT 2 : INTERNATIONAL ENVIRONMENT

Legal Environment, Technological Environment, The Accounting Environment, The Political Environment

UNIT3: INTERNATIONAL STRATEGIC MANAGEMENT

International Strategic Management - The Challenges of International Strategic Management - Components of an International Strategy - Developing International Strategies - Levels of International Strategy



UNIT 4 : STRATEGIES FOR ANALYZING & ENTERING FOREIGN MARKETS

Foreign Market Analysis - Choosing a Mode of Entry - Exporting to Foreign Markets - International Licensing - International Franchising - Specialized Entry Modes for International Business (Contract Manufacturing, Management Contract, Turnkey Project) - Foreign Direct Investment (The Greenfield Strategy, Acquisition Strategy, Joint Ventures)

UNIT 5 : INTERNATIONAL STRATEGIC ALLIANCE

International Corporate Cooperation - Benefits of Strategic Alliance - Scope of Strategic Alliance - Implementation of Strategic Alliance - Pitfalls of Strategic Alliance

COURSE TEXT:

1. Ricky W. Griffin & Michael W. Pustay, *International Business* - Pearson Publications, 6th Edition

COURSE REFERENCES:

1. John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan & Prashant Salwan, *International Business*, Pearson Publications, 12th Edition
2. Sumati Varma, *International Business*, Pearson Publications, 2012
3. Charles W. L. Hill, K. Arun, *International Business : Competing in the Global Marketplace*, Tata McGraw-Hill Education Pvt. Ltd, 10th Edition



16UBU3AL02 HUMAN RESOURCE MANAGEMENT

SEMESTER: III

CREDITS: 3

CATEGORY: AL

NO. OF HOURS/WEEK: 6

COURSE 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 resource.*

UNIT 1 : INTRODUCTION

Nature of HRM - Scope - Objectives - Importance - Functions of HRM - Skills & Roles of HR Manager

UNIT 2 : JOB ANALYSIS & HRP

Job Analysis - Methods of Collecting Job Analysis Data - Job Description - Job Specification - Human Resource Planning (HRP) - Objectives of HRP - Importance of HRP - Process of HRP

UNIT 3 : RECRUITMENT & SELECTION

Recruitment - Meaning & Definition - Challenges - Sources of Recruitment - Selection - Definition - Purpose - Selection Process - Application Blank - Curriculum Vitae - Testing - Employment Interview - Interview Process - Medical Screening - Appointment Order

UNIT 4 : TRAINING & PERFORMANCE APPRAISAL

Training - Need for Training - Training Vs. Development - Areas of Training - Types of Training - Methods of Training - Performance Appraisal - Objectives - Process of Performance Appraisal - Methods of Performance Appraisal - Traditional & Modern Methods - Essential Characteristics of an Effective Appraisal



UNIT 5 : EMPLOYEE GRIEVANCES, DISCIPLINE & STRESS MANAGEMENT

Teams - Team work - Team Building - Employee Grievances - Employee Grievance Procedure - Discipline - Kinds - Approaches to Discipline - Punishments - Essentials of Good Disciplinary System

COURSE TEXT:

1. V S P Rao, *Human Resource Management*, Excel Books, 2010

COURSE REFERENCES:

1. C B Gupta, *Human Resource Management*, Sultan Chand & Sons, New Delhi, 2012
2. Aswathappa K, *Human Resource Management*, Tata McGraw Hill Education, 2010
3. Wayne Mondy Robert, *Human Resource Management*, Pearson Education, 12th Edition, New Delhi, 2010

16UBU4AL01 ORGANIZATIONAL BEHAVIOUR

SEMESTER: IV

CREDIT: 3

CATEGORY: AL

NO. OF HOURS / WEEK: 6

OBJECTIVES:

1. *To familiarize the students with the behavioral patterns of human beings at individual and group levels in the context of an Organization.*
2. *To enable the students to understand the prediction and control of human behavior in an Organization.*

UNIT 1 : INTRODUCTION TO OB

Definition of Organization - Characteristics of Organization - Importance of Organization - Theories of Organization - Classical Theory - Neo Classical Theory - Elements & Criticism



- Organizational Behaviour - Scope of OB - Elements of OB - Approaches to OB - Disciplines that contribute to OB Field - Challenges & Opportunities for OB - OB Model (Autocratic, Custodial) - Biographical Characteristics

UNIT 2 : ATTITUDES & VALUES

Attitude Definition - Characteristics of Attitude - Importance - Source of Attitude - Components of Attitude - Attitude Measurement - Developing Positive Attitude - Job Satisfaction - Values - Importance - Types of Values

UNIT 3 : PERSONALITY

Personality Definition - Factors Influencing Personality - Theories of Personality - Freudian Theory, Jungian Personality Type, Neo Freudian Personality Theory, Myers-Briggs Type Indicator - The Big Five Force Personality Model - Personality Traits

UNIT 4 : PERCEPTION & MOTIVATION

Perception Definition - Importance - Types of Perception - Uses of Perception - Factors that influence perception - Making Judgment about others - Perceptual Errors - Definition of Motivation - Importance of Motivation - Relevance of Motivation to OB

UNIT 5 : GROUP DYNAMICS

Defining Groups - Classifying Groups - Stages of Group Development - The Five Stage Model - Group Roles - Group Norms & Status - Group Size - Group Cohesiveness - Teams - Types of Teams - Difference between Groups & Teams

COURSE TEXTS:

1. Robbins P. Stephen, *Organizational Behavior*, PHI Learning / Pearson Education, 2011.



COURSE REFERENCES :

1. Luthans Fred, *Organizational Behavior*, Tata McGraw Hill, 2010
2. Schermerhorn, Hunt & Osborn, *Organizational behavior*, John Wiley, 9th Edition, 2008.
3. Ivancevich, Konopaske&Maheson, *Organizational Behavior& Management*, Tata McGraw Hill, 2008.