

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

PROGRAMME OBJECTIVES

1. To educate students on the fundamental concepts, principles, and functions of management.
2. To provide knowledge and skills in various areas of management such as human resources, finance, operations, and marketing in order to provide a comprehensive understanding of a business system.
3. Students will be given knowledge of qualitative and quantitative techniques for critical thinking and problem solving.
4. To provide students with practical industrial experience in order to hone their managerial competencies and business acumen while gaining a comprehensive understanding of business and industry.
5. To instill a global perspective on industrial and organisational establishments and their functions in order to make sound decisions in an international business setting.

PROGRAMME EDUCATIONAL OBJECTIVES

1. **Conceptual Understanding & Its Application**
Students will demonstrate sufficient understanding of concepts and will be able to articulate real-world business situations. Students will exhibit the critical thinking skills that are necessary to integrate different functional areas of management in evaluating alternate business situations.
2. **Integration of Different Functional Areas Of Management**
Students will be adept at using appropriate quantitative tools to analyse real-world business situations and will have the necessary oral and written communication skills to effectively interact with their stakeholders.
3. **Sharpen Your Skills In Innovation And Entrepreneurship.**
Students will acquire competencies in innovative thinking to pursue entrepreneurship and/or intrapreneurship.
4. **Business Ethics And Leadership Abilities**
Through active engagement with curricular and co-curricular activities, students will acquire team-working skills as well as leadership qualities cognizant of a holistic business environment. Students will be sensitive to ethical issues arising from society and the business interface.
5. **Lifelong Learning and Research**
Students will develop an aptitude for research and continuous learning.

PROGRAM OUTCOMES

PO1. Understanding management techniques and emerging technologies in business

PO2: Providing global perspectives and ethical principles in order to commit to professional ethics, accountability, and management practice norms.

PO3: Enhancement of critical and analytical thinking skills.

PO4: Improvement of interpersonal skills

PO5. Creating social sensitivity and understanding CSR, ethical and sustainable business practices demonstrates sensitivity to social, ethical and sustainability issues.

PO6. Development of Entrepreneurship Acumen.

PO7. Apply research and business intelligence.

PO8. Provide qualitative and quantitative problem-solving and decision-making techniques.

PO9. Ability to work individually and with a team in a multidisciplinary setting to be a leader in a diverse team.

PO10. Engage in independent and lifelong learning in the broadest context of technological change.

PROGRAM SPECIFIC OUTCOMES

1. Acquiring conceptual clarity of various functional areas
2. Ability to analyze various functional issues affecting the organization.
3. Demonstrating the ability to evolve strategies for organizational benefits
4. Demonstrate proficiency in the fundamental business principles and practices that enable successful firms to operate in domestic and global environments.
5. Demonstrate critical thinking and analysis skills that solve business problems in a real-world context.
6. Demonstrate effective communication through the delivery of written and oral presentations.
7. Determine the ethical issues that influence business decisions from an economic, political, legal, and social standpoint.
8. Understand the ecosystem of start-ups in the country.
9. Ability to build the department as a center of excellence for imparting high quality management education at the undergraduate level.
10. Fostering thinking minds that are sensitive to societal needs and issues thus making them good human beings and responsible members of the society.

THIRUVALLUVAR UNIVERSITY

BACHELOR OF BUSINESS ADMINISTRATION

DEGREE COURSE

CBCS PATTERN

(With effect from 2022 - 2023)

The Course of Study and the Scheme of Examinations

S.NO.	Part	Study Components		Ins. hrs /week	Credit	Title of the Paper	Maximum Marks		
		Course Title					CIA	Uni. Exam	Total
SEMESTER I									
1.	I	Language	Paper-1	6	4	Tamil/Other Languages	25	75	100
2.	II	English (CE)	Paper-1	6	4	Communicative English I	25	75	100
3.	III	Core Theory	Paper-1	5	3	Principles of Management	25	75	100
4.	III	Core Theory	Paper-2	5	3	Business Mathematics & Statistics I	25	75	100
5.	III	ALLIED -1	Paper-1	6	3	(to choose any 1 out of 3) A. Business Organization B. Principles of Insurance C. Business Ethics	25	75	100
6.	III	PE	Paper-1	6	3	Professional English I	25	75	100
7.	IV	Environmental Studies		2	2	Environmental Studies	25	75	100
				36	22		175	525	700
SEMESTER II									
							CIA	Uni. Exam	Total
8.	I	Language	Paper-2	6	4	Tamil/Other Languages	25	75	100
9.	II	English (CE)	Paper-2	4	4	Communicative English I	25	75	100
10.	II	NMSDC I : Language Proficiency for Employability	Paper-1	2	2	Effective English	25	75	100
11.	III	Core Theory	Paper-3	4	3	Business Environment	25	75	100
12.	III	Core Theory	Paper-4	4	3	Business Mathematics & Statistics II	25	75	100
13.	III	ALLIED-1	Paper-2	6	5	(to choose any 1 out of 3) A. Customer Relationship Management B. Principles of Banking System C. Fundamentals of Computer	25	75	100
14.	III	PE	Paper-2	6	3	Professional English II	25	75	100
15.	IV	Value Education		2	2	Value Education	25	75	100
16.	IV	Soft Skill		2	1	Soft Skill	25	75	100
				36	27		225	675	900

SEMESTER III							CIA	Uni. Exam	Total
17.	I	Language	Paper-3	6	4	Tamil / Other Languages	25	75	100
18.	II	English	Paper-3	6	4	English	25	75	100
19.	III	Core Theory	Paper-6	5	4	Financial Accounting	25	75	100
20.	III	Core Theory	Paper-7	5	4	Human Resource Management	25	75	100
21.	III	ALLIED-2	Paper-3	4	3	(to choose any 1 out of 3) A. Office Management B. Service Marketing C. Tourism Management	25	75	100
22.	IV	Skill based Subject	Paper-1	2	2	Business Communication	25	75	100
23.	IV	Non-major elective	Paper-1	2	2	Management Concepts	25	75	100
				30	23		175	525	700
SEMESTER IV							CIA	Uni. Exam	Total
24.	I	Language	Paper-4	6	4	Tamil/Other Languages	25	75	100
25.	II	English	Paper-4	6	4	English	25	75	100
26.	III	Core Theory	Paper-9	5	4	Organizational Behavior	25	75	100
27.	III	Core Theory	Papr-11	4	4	Management Accounting	25	75	100
28.	III	ALLIED-2	Paper-4	5	5	(to choose any 1 out of 3) A. Retail Management B. Project Management C. Hotel Management	25	75	100
29.	IV	NMSDC II : Digital Skills for Employability	Paper-2	2	2	Office Fundamentals	25	75	100
30.	IV	Non-major elective	Paper-2	2	2	Training and Development	25	75	100
				30	25		175	525	700
SEMESTER V							CIA	Uni. Exam	Total
31.	III	Core Theory	Paper-13	6	4	Marketing Management	25	75	100
32.	III	Core Theory	Paper-14	6	4	Business Law	25	75	100
33.	III	Core Theory	Paper-15	5	4	Research Methodology	25	75	100
34.	III	Core Theory	Paper-16	5	4	Production and Management	25	75	100

35.	III	Elective	Paper-1	5	3	(To choose any 1 out of 3) A. Industrial Relations and Labour Laws B. Reward Management C. Change Management	25	75	100
36.	IV	Skill based Subject	Paper-2	3	2	E-Business	25	75	100
				30	21		150	450	600
SEMESTER VI							CIA	Uni. Exam	Total
37.	III	Core Theory	Paper-17	6	5	Strategic Management	25	75	100
38.	III	Core Theory	Paper-18	6	5	International Business	25	75	100
39.	III	Core	Paper-19	6	5	Individual Project *Viva-Voce ** Project Report	25*	75**	100
40.	III	Elective	Paper-2	5	3	(to choose any 1 out of 3) A. Financial Management B. Financial Services C. Investment Management	25	75	100
41.	III	Elective	Paper-3	5	3	(to choose any 1 out of 3) A. Marketing Research B. Rural Marketing Management C. Advertising and Sales Management	25	75	100
42.	III	NMSDC III : Digital banking and Audit Essentials for Employability	Paper-3	2	2	Fintech Course	25	75	100
43.	V	Extension Activities		0	1	Extension Activities	100	0	100
		Total		30	24		150	450	700
					142				4200

SEMESTER I
THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: I

Paper type: CORE THEORY

Paper code: CBA11

Principles of Management Credit: 3

Total Hours per Week: 5

Lecture Hours: 5

Tutorial Hour: 1

Course Objectives

1. To familiarize the students with basic concept of management.
2. To acquire skills to become a good manager.
3. To plan effectively and to take right decisions.
4. To understand the theories of management.
5. To understand the functions of management.

Course Outcomes

CO 1. After the study of unit-1, the student will be able to understand the concept of management.

CO 2. After the study of unit-2, the student will be able to plan and make decisions.

CO 3. After the study of unit-3, the student will be able to differentiate organization structure and know the functioning in business unit.

CO 4. After the study of unit-4, the student will be able to motivate employees, delegate work, and differentiate between power and authority.

CO 5. After the study of unit-5, the student will be able to coordinate and control activities in an organization.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	Yes	Yes	Yes
2	Yes	Yes	Yes	Yes	Yes	Yes
3	Yes	Yes	Yes	Yes	Yes	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

Unit-1**Teaching Hours: 15**

Management - Definition - Importance - Nature and Scope of Management - Objectives of management - Process - Levels of Management - Role and function of a Manager – Administration vs Management - Management as an Art or Science - Management as a Profession - Contributions of Henry Fayol and F W Taylor to Management.

Unit-2**Teaching Hours: 15**

Planning – Definition- Nature - Importance - Steps in Planning – Limitations of Planning features of good plan- obstacles to effective planning- types- Objectives - Policies - Procedures - and Methods - Decision making – definition - Process of decision making - Types of managerial decision- key to success in decision making.

Unit-3**Teaching Hours: 15**

Organizing – Meaning of organization- elements of organization – Process of organizing Importance - Types of Organization structure - Span of Control –meaning- theory of Graicunas- factors determine span of management- Principles of Organization Departmentation Committee - formal organization- Informal Organization.

Unit-4**Teaching Hours: 15**

Authority - Delegation - Decentralization - Difference between authority and power - Uses of authority - Staffing - Sources of recruitment - Selection process - Training - Directing - Nature and purpose of Directing – Motivation (Maslow’ s Need Hierarchy Theory , Herzberg Theory, X and Y Theory) – Social responsibilities of business.

Unit-5**Teaching Hours: 15**

Co-ordination – nature and characteristics - Need of co-ordination - Types - Techniques - Distinction between Co-ordination and Co-operation – Controlling – meaning- nature and purpose of control- need and importance of Controls - Control Process- problems in control process.

Text books

1. P.C. Tripathi & P.N. Reddy , Principles of Management , Tata McGraw-Hill, New Delhi.
2. Dr. C.D.Balaji, Principles of Management, Margham Publications, Chennai
3. Dr.J. Jayasankar , Principles of Management , Margham Publications, Chennai
4. Dr. C.B.Gupta Business Management, Sultan Chand & Sons, New Delhi
5. Dr.M.Sakthivel Murugan, Management Principles and Practices, New Age International Pvt Ltd.
6. Vijay Kumar Kaul, Principles and Practices of Management, S. Chand Publishing, New Delhi.
7. R.S.N.Pillai, S. Kala, Principles and Practice of Management, S. Chand, New Delhi

8. D.Wigol,Business Management, S.Chand,New Delhi.
9. Dinkar Pagare-Principles of Management, Sultan Chand and Sons,New Delhi.
10. Harold Koontz, Heinz Weirich- Essentials of Management Tata Mc Graw Hill, Publishing Co.Ltd,New Delhi.

Reference Books

1. Hanagan , Management Concepts & Practices , MacMillan India Ltd.New Delhi.
2. Prasad L.M. , Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Peter F. Drucker , Practice of Management,Harper Collins Publishers,India.
4. Harold Koontz, Aryasri & Heniz Weirich , Principles of Management - Tata McGrawHill , New Delhi.
5. R.N. Gupta , Principles of Management , S.Chand &Co. New Delhi.
6. R.K.Sharma and Shashi K Gupta , Principles of Management, Kalyani Publishers,New Delhi.
7. James A.F.Stoner , Edward and Daniel, Management , Pearson Education,Noida,U.P.
8. J.P. Mahajan, Akshay Mishra, Principles and Practices of Management, ANE Books Pvt Ltd.

Course Material: website links

- www.sasurieengg.com
- www.toolshero.com
- www.mindtools.com
- <https://education.stateuniversity.com>
- <https://iedunote.com>
- <https://managementhelp.org>
- <https://casestudyinc.com>

Journal Reference

- Management Matters: LIBA's Journal of Management published by Loyola Institute of Business Administration (LIBA), Chennai
- IIMB Management Review published by Indian Institute of Management, Bangalore

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	M	S	S	S	S	M
CO2	M	S	M	S	S	S	M	S	S	S
CO3	S	S	M	M	S	S	M	M	M	S
CO4	S	M	S	S	S	M	S	S	S	S
CO5	S	S	S	S	M	S	S	S	S	M

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: I

Paper type: CORE THEORY

Paper code: CBA 12Business Mathematics and Statistics I

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To familiarize students with the basic concepts in Business Mathematics and Statistics
2. To make students understand various Measure of central tendency.
3. To know principles of construction of Dispersion
4. To be able to choose rational options in practical decision making
5. To have rules for Differentiation

Course Outcomes

1. After the study of unit-1, the student will be able to apply basic terms of statistical data solving practical problems in the field of business.
2. After the study of unit-2, the student will be able to explain basic methods of Measure of central tendency.
3. After the study of unit-3, the student will be able to solve problems in the areas of simple and compound interest account, use of compound interest.
4. After the study of unit-4, the student will be able to discuss the effects of various types and methods of interest account.
5. After the study of unit-5, the student will be able to Connect acquired knowledge and skills with practical problems.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES

5	YES	YES	YES	YES	YES	YES
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Unit-1

Teaching Hours: 15

Statistics – Definition – scope and Limitation – Presentation of data- Simple Bar Diagram, Multiple Bar Diagram ,Component Bar Diagram ,Percentage Bar Diagram ,Pictogram Diagrammatic and graphical Representation of Data- Frequency Polygon, Frequency Curve, Cumulative Frequency Curve.

Unit-2

Teaching Hours: 15

Measure of central tendency – Arithmetic Mean ,Weighted Arithmetic Mean –Frequency Distribution ,Properties of AM Combination Mean ,Geometric Mean ,Harmonic Mean - Median and Mode ,Quartile and Deciles .

Unit-3

Teaching Hours: 15

Measure of Dispersion – Range, Merit and Demerit - Mean Deviation – Quartile Deviation - Standard Deviation -- Relative Measure- Coefficient Variation

Unit-4

Teaching Hours: 15

Mathematics for Finance – Simple and compound Interest, Effective rate of interest – Annuities, Leasehold estate, Free Hold Estate, Amortization, Immediate Annuity, Present value of an immediate annuity - Discounts and mathematics present values.

.Unit-5

Teaching Hours: 15

Basic calculus – Rules for Differentiation, Introduction, Function, Properties of limits – Continuity -Derivative of trigonometric function, Product Rule, Quotient Rule, Function. Proportion of Theory and Problem: 20:80

Text books

1. Dr. P.R. Vittal, Business Mathematics and Statistics ,Margham Publications,Chennai,2013
2. S P Rajagopalan, R Sattanathan - Business Mathematics,Vijay Nicole Imprints (p) Ltd,2013
3. Prof. A. V. Rayarikar , P. G. Dixit,Business Mathematics and Statistics, Nirali Prakshan Publishers,2019
4. J.K. Sharma Business Statistics,Pearson Publication.
5. PA.Naviitham , Business Mathematics and Statistics, Jai Publishers, Trichy, April 2013
6. D.Joseph Anbarasu, Business Statistics,Vijay Nicole Imprints Private Limited, Chennai,2015.
7. B L Agarwal Basic Statistics, New Age International Private Limited,New Delhi,4th Edition ,2006.
8. T. Veerarajan, Fundamentals of Mathematical Statistics,Yes Dee Publishing Pvt Ltd,Chennai,2017.

9. R.S.N Pillai, Bagavathi, Statistics Theory and Practice, S. Chand Company Limited- New Delhi, 7th Edition 2008.
10. P. A.Naviitham , Business Statistics & Operations Research, Jai Publishers, Trichy.

Reference Books

1. Agarwal B.M., Business Mathematics & Statistics ,Ane Books Pvt Ltd, 2009
2. Andre Francis Business Mathematics and Statistics, Six Edition
3. A Francis; Ben Mousley,Business Mathematics and Statistics, Andover, United Kingdom Cengage Learning, 2014
4. Prof. A. V. Rayarikar , P. G. Dixit Business Mathematics And Statistics Kindle Edition
5. M.Hajameeral, M.Ravinthammal University Statistical Methods and their applications I, Science Press New Delhi 2013
6. S.P.Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi, 36th edition 2008
7. S.P.Gupta, Statistical Methods, Sultan Chand & Sons,New Delhi, 45th edition 2017
8. S.C. Gupta, V.K.Kapoor Fundamentals of Mathematical Statistics , Sultan Chand & Sons, New Delhi,12th Edition 2020
9. D.C. Sancheti , V.K.Kapoor, Business Mathematics,Sultan Chand & Sons, New Delhi,11th Edition 1993
10. Dr. P.R. Vittal, Business Statistics & Operations Research , Margham Publications,Chennai ,2013

Course Material: website links

- <file:///C:/Users/Welcome%20Friend/Downloads/14b14198b6e26157b7eba06b390ab763-original.pdf>
- <https://easyengineering.net/operations-research-p-ramamurthy/>

Journal Reference

- IMA Journal of Management Mathematics published by Oxford Academic

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	M	S	S	S	S	S	M	S
CO3	S	S	S	M	S	S	S	S	S	S
CO4	S	S	S	S	M	S	M	S	S	S
CO5	S	S	S	M	M	S	M	S	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: I

Paper type: ALLIED- I

Paper code: CABA13A

A. Business Organization

Credit: 3

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hours: 1

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Course Objectives

1. The course aims to provide the basic concept with regard to business enterprises
2. To obtain knowledge of business and its functional areas.
3. To understand in detail the types of Business.
4. To study the factors that influences the location
5. To obtain in depth understanding of the Stock Exchanges its functions, and to gain knowledge about Trade Associations and Chamber of Commerce

Course Outcome

1. After the study of Unit-1, the student understands the basic fundamentals of the business organization.
2. After the study of Unit-2, the student attains the knowledge of various forms and types of the business organization.
3. After the study of Unit-3, the student understands the main working aspects of organizations.
4. After the study of Unit-4, the student acquires in depth understanding of the Stock Exchanges and its functions.
5. After the study of Unit-5, the student gain knowledge about Trade Associations and Chamber of commerce

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES

4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

Unit-I

Teaching Hours: 18

Business - Meaning - Types of Business and Profession - Organization - Meaning and Importance of Business Organization.

Unit-II

Teaching Hours: 18

Forms of Business Organization - Sole Trader, Partnership - Joint Hindu Family System - Joint Stock Companies - Co-operative Societies - Public Utilities and Public Enterprises.

Unit-III

Teaching Hours: 18

Location of Industry - Factors influencing location and size - Industrial Estates and District Industries Centre.

Unit-IV

Teaching Hours: 18

Stock Exchange - Functions - Working - Services - Regulations of Stock Exchange in India, Business combinations - Causes - Types - Effects.

Unit-V

Teaching Hours: 18

Trade Associations and Chamber of Commerce – Objectives - Functions – Differences between Trade Association and Chamber of Commerce.

Text books

1. Sundar K, Business Organization, Vijay Nicole Imprints Pvt. Ltd. Chennai.
2. G. Prasad, C.D. Balaji, Business Organization, Margham Publications, Chennai
3. Tapas Ranjan Saha, Business Organisation and Management , Vijay Nicole Imprints Pvt Ltd, Chennai
4. Gupta C B –Modern Business Organisation, National Publishing House,
5. Vasudevan and Radhaswami , Business Organization, S. Chand & Company, New Delhi.
6. Kathiresan, Dr.Radha Business Organization, Prasanna Publishers and Distributors,
1. 7.P.C. Tulsian, Business Organisation and Management, Pearson Education, New Delhi
2. 8.Subhanjali Chopra, Vandana Munjal, Rishika Nayyar, Business Organisation and Management, J.S.R. Publishing House.
9. Dr. Padmakar Asthana, Dr. I.M. Sahai, Busies Organisation and management, Sahitya Bhawan Publications , Agra.
10. P.N.Reddy, Principles of Business Organisation and Management, S. Chand, Delhi.

Reference books

1. Bhusan Y. K , Business Organization, Sultan Chand & Sons, New Delhi.
2. Prakash Jagadish , Business Organization and Management. KITAB Mahal

3. Reddy P. N. and Gulshan.S.S , Principles of Business Organization and Management, Eurasia Publishing House (P) Ltd.
4. Chhabra T N , Business Organisation and Management, SUN India Publications New Delhi.
5. M C. Shukla , Business Organization & Management, S, Chand & Co Ltd, Delhi.

Course Material: website links

- business.udemy.com
- www.coursera.org › browse › business
- [www.kopykitab.com.business](https://www.kopykitab.com/business) .org
- www.businessmanagementdaily.com › business-management-daily-ed.

Journal Reference

- Vikalpa published by Indian Institute of Management, Ahmedabad
- Decision published by Indian Institute of Management Calcutta

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	M	S
CO2	S	S	M	S	S	S	S	S	S	S
CO3	S	M	M	S	S	S	S	M	S	S
CO4	M	S	S	S	M	M	M	M	S	M
CO5	S	S	S	S	M	S	M	S	S	M

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: I

Paper type: ALLIED- I

Paper code: CABA13B

B. Principles of Insurance Credit: 3

Total Hours per Week: 5

Lecture Hours: 5

Tutorial Hour: 1

Course Objectives:

1. To understand the basic functions and legal principles of Insurance.
2. To attain the knowledge of various types of Insurance.
3. To apply the knowledge on the insurance-related legal principles.
4. To attain in-depth knowledge in Life Insurance.
5. To understand Marine and Fire Insurance.

Course Outcome

1. After the study of Unit1, the student understands the basic functions and legal principles of insurance.
2. After the study of Unit2, the student attains the knowledge of various types of Insurance.
3. After the study of Unit3, the student will be able to apply their knowledge on the insurance-related legal principles.
4. After the study of Unit4, the student gains in -depth knowledge acquisition in Life Insurance.
5. After the study of Unit5, the student acquires in depth understanding of Marine and Fire Insurance.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

Unit-I**Teaching Hours: 15**

Definition of insurance - classification of Contracts of Insurance - Marine and Non-Marine - General principles of law as applied to non-marine insurance.

Unit-II**Teaching Hours: 15**

Life Assurance - objectives of Life Assurance - principles of Life Assurance - different plans of Life Assurance and annuities - policy condition and privilege - assignment and nomination - lapses and revivals - surrender values and loans - claims - double insurance.

Unit-III**Teaching Hours: 15**

Marine Insurance - principles of marine insurance - functions of marine insurance - proximate clause - subrogation and contribution

Unit-IV**Teaching Hours: 15**

Types of marine policy - clauses in general use - warranties - kinds of marine losses - reinsurance and double insurance.

Unit-V**Teaching Hours: 15**

Fire insurance - principles of law as applied to fire insurance - the subject matter of fire insurance - fire waste - hazard types of fire policy - cover notes - surveys and inspection average- re-insurance - renewals.

Text Books

1. Periasamy P – Fundamentals of Insurance –Vijay Nicole Imprints (P) Ltd.Chennai.
2. Dr. A. Murthy, Elements of Insurance – Margham Publications,Chennai
3. Dr. A. Murthy-Principles and Practice of Insurance, Margham Publications Chennai
4. Gupta P K – Insurance and Risk Management – Himalaya Publishing House, Mumbai
5. Mishra M N – Principles and Practice of Insurance – S Chand & Co,New Delhi.
6. Panda G S –Principles and Practice of Insurance –Kalyani Publishers, New Delhi.
7. Sethi Bhatia, Elements of Banking Insurance, PHI Publishers, New Delhi.
8. M.C.B.S Garg Bodla K.Pal, Mahesh Chand Garg, Insurance Management, Principles and Practices, Deep & Deep Publications,
9. Neelam C. Gulati, Principles of Insurance management , Excel Books India.
10. Arunajatesan, Risk Management Insurance, Mac Millan.

Reference Books

1. Dr. B. Vardharajan - Insurance Vol 1 and 2. - Tamil Text Book.
2. R.S. Sharma - Insurance Principle & Practice - Vara Bombay, 2006.
3. A Murthy - Elements of Insurance Risk management & Insurance - Harrington, 2006 - Tata McGraw Hill

1. 4.Eswari Karthikeyan.M. Fundamental Principles of Insurance , Sahitya Bhawan Publications
2. 5.Neeti Gupta, Abha Chopra, Principles of Insurance , Kalyani Publishers.
6. Nathan Wiley, Principles and Practices of Life Insurance Kessinger Publications.
7. Ned B. Ricks, Principles of principled Life Insurance Selling , Universal Publishers.

E- Materials

- www.kaplanfinancial.com › insurance
- www.insurancecareertraining.com
- www.nationalonlineinsuranceschool.com

Journal Reference

- Journal of Insurance and Risk Management published by BIMTECH Birla Institute of Management Technology, Greater Noida

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	M	S	S	S	S	S	M	S
CO3	S	S	S	M	S	S	S	S	S	S
CO4	S	S	S	S	M	S	M	S	S	S
CO5	S	S	S	M	M	S	M	S	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: I

Paper type: ALLIED –I

Paper code: CABA13

C.Business Ethics

Credit: 3

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives

1. To provide basic knowledge of business ethics, values and its relevance in modern context.
2. To attain knowledge in various types of Ethics.
3. To learn the ethical practices to be followed in Human Resource and marketing activities.
4. To be socially responsible towards the stakeholders of business.
5. To develop the social skills required for the successful practice of management within the framework of societal values.

Course Outcomes

1. After the study of Unit1, the student understands the importance of Ethics and Values in Business.
2. After the study of Unit2, the student acquires the knowledge of various types of Ethics.
3. After the study of Unit3, the student learns the ethical practices to be followed in Human Resource and marketing activities.
4. After the study of Unit4, the students learn to be socially responsible towards the stakeholders of Business.
5. After the study of Unit5, the students develop the social skills required for the successful practice of management within the framework of societal values.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES

4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT-I

Teaching Hours: 18

Role and importance of Business Ethics and Values in Business - Definition of Business Ethics
Impact on Business Policy and Business Strategy - Role of CEO - Impact on the Business
Culture.

UNIT-II

Teaching Hours: 18

Types of Ethical issues - Bribes - Coercion - Deception - Theft - Unfair Discrimination.

UNIT-III

Teaching Hours:18

Ethics internal - Hiring - Employees - Promotions - Discipline - Wages - Job Description -
Exploitation of employees.

UNIT-IV

Teaching Hours: 18

Ethics External - Consumers - Fair Prices - False Claim Advertisements.Environment
Protection - Natural - Physical - Society - Relationship of Values and Ethics - Indian Ethos -
Impact on the performance.

UNIT-V

Teaching Hours: 18

Social Responsibilities of Business towards Shareholders, Employees, Customers, Dealers,
Vendors , Government - Social Audit.

Text Books

1. Dr.S. Shankaran , Business Ethics& Values, Margham Publications, Chennai.
2. Memoria& Subba Rao, Business Panning and Policy, Himalaya Publishing House, Mumbai.
3. Bodi R and Bodi N. V , Business Ethics
4. A.C. Fernando, K.P. Muraleedharan, E.K. Satheesh, Business Ethics- An Indian Perspective, Pearson.
5. A.C. Fernando, Business Ethics- An Indian Perspective, Kindle Edition.
6. Ronald D. Francis, Mukthi Mishra, Business Ethics- An Indian Perspective, Payal Books.
7. P.S. Balaji, Business ethics, An Indian Perspective, Dreamtech Press.
8. Anand Das Gupta, Business Ethics, Text and cases, Springer, Oxford University Press.
9. Andrew crane , Business Ethics, Springer
10. Saurabh Agrawal, Business Ethics, SB PD Publishing House.

Reference Books

1. David J. Fritzsche, Business Ethics: A Global & Management Perspective , Tata McGraw-Hill
2. Ramaswamy Namakumari - Strategic Planning - Corporate Strategy , Laxmi Publications Pvt.Ltd.
3. Velasquez - Business Ethics, Prentice - Hall of India,
4. Peter Madsen & Jay M. Shafritz , Essential of Business Ethics
5. Ken Smith and Phil Johnson , Business Ethics and Business Behavior.
6. Pratley - Essence of Business Ethics , Prentice - Hall of India.

E- Materials

- josephsononbusinessethics.com
- www.globethics.net
- www.ethicssage.com

Journal Reference

- Journal of Human Values published by SAGE Publications
- International Journal of Business Ethics in Developing Economies Mapping with Programme Outcomes published by Publishing India.

Mapping with Program Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	M	S	S	S	S	S	M	S
CO3	S	S	S	M	S	S	S	S	S	S
CO4	S	S	S	S	M	S	M	S	S	S
CO5	S	S	S	M	M	S	M	S	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

SEMESTER II

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115 BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: II

Paper type: CORE THEORY

Paper code: CBA 21 Business Environment

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To know the factors that affect the business environment
2. To help understand how Political Environment have an influence on Business organization.
3. To understand the various factors influencing Business Organisation.
4. To know how Economic Environment influence Business Organisation
5. To know how Financial Environment play a significant role in Business

Course Outcomes

1. After the study of unit-1, the student will be able to know the factors that affect the business environment
2. After the study of unit-2, the student will be able to understand how Political Environment influence Business Organisation.
3. After the study of unit-3, the student will be able to understand how Social Environment impact society
4. After the study of unit-4, the student will be able to know how Economic Environment impact Business
5. After the study of unit-5, the student will be able to know how Financial Environment, and Financial institutions help Business Organizations

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES

4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT-I

TeachingHours: 15

The concept of Business Environment - Its nature and significance - Brief overview of political - Cultural - Legal - Economic and social environments and their impact on business and strategic decisions.

UNIT-II

Teaching Hours: 15

Political Environment - Government and Business relationship in India - Provisions of Indian constitution pertaining to business

UNIT-III

Teaching Hours: 15

Social Environment - Cultural heritage - Social attitudes - impact of foreign culture - castes and communities - Joint family systems - Linguistic and Religious groups - Types of Social Organization

UNIT-IV

Teaching Hours: 15

Economic Environment - Economic Systems and their impact of Business - Macro Economic Parameters like GDP - Growth Rate - Population - Urbanization - Fiscal deficit - Plan investment - Per capita Income and their impact on business decisions

UNIT-V

Teaching Hours: 15

Financial Environment - Financial System - Commercial banks - RBI - IDBI - Non-Banking Financial Companies NBFC's

Text books

1. Dr. S. Sankaran - Business Environment, Margham Publications, Chennai.
2. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House, Mumbai.
3. Joshi - Business Environment- Kalyani Publishers, Chennai.
4. Namitha Gopal –Business Environment –Vijay Nicole Imprints, Chennai.
5. Dr. V. C. Sinha, Business Environment, SBPD Publications.
6. Rosy Joshi, Sangam Kapoo Priya Mahajan –Business Environment, Kalyani Publishers.
7. The Business Environment, , McGraw Hill Higher Education
8. Ivan Worthing, The Business Environment : A Global Perspective , Pearson .
9. Brinkman-Navarro-Harper, Business Environment (English, Paperback,
10. Francis Cherunilam, Business Environment

Reference Books

1. Francis Cherunilam: Business Environment – Text and Cases, Himalaya Publishing House, Mumbai..
2. A.C. Fernando, Business Environment, Pearson Indian Education Services Pvt. Ltd Noida.
3. Ian Worthington and Chris Britton: The Business Environment, Prentice Hall, New Delhi.
4. Shaikh Saleem, Business Environment, Pearson Indian Education Services Pvt. Ltd, Noida.
5. Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.
6. Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, Mumbai.
7. Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, New Delhi.
8. Adishesiah, S. Malcolm (1986). Role of Foreign Trade in Indian Economy. New Delhi: Lancer International.
9. Agarwal, J. C. and N. K. Chowdhary (1991). Indian Economy: Crisis and Reforms. Delhi: Shipra.
10. Agarwal, P. N. (1978). *India's Export Strategy*. New Delhi: Vikas Publishing House.

Course Material: website links

- <https://study.com/academy/lesson/what-is-business-environment-definition-factors-quiz.html>
- <https://www.investopedia.com/terms/p/pest-analysis.asp>
- https://www.mindtools.com/pages/article/newTMC_09.htm
- https://link.springer.com/chapter/10.1007/978-3-319-32754-9_3
- https://en.wikipedia.org/wiki/Gross_domestic_product

Journal Reference

- International Journal of Business Environment published by Inderscience publishers.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	S	S	S	S	M	S
CO2	M	S	M	M	S	M	S	S	S	S
CO3	S	S	S	S	S	S	S	S	S	S
CO4	S	S	S	S	S	S	S	S	S	S

CO5	S	S	S	S	S	S	S	M	S	M
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PO – Programme Outcome, CO – Course outcome
S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: II

Paper type: CORE THEORY

Paper code: CBA 22 Business Mathematics & Statistics-II

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hours: 1

Course Objectives

1. To enable the students to understand the the basic concepts in Business Mathematics and Statistic
2. To make students understandvarious tools and techniques using Matrix.
3. To know the principles of Correlation and Regression
4. To be able to choose rational options in Time Series.
5. To develop skills in analysis of Index Number and weighted Index Numbers.

Course Outcomes

1. After the study of unit-1, the student will be able to Identify statistical tools needed to solve various business problems.
2. After the study of unit-2, the student will be able to Solve Simultaneous Equation using matrix Method.
3. After the study of unit-3, the student will be able to able to apply Correlation & regression.
4. After studying unit-4, the student will be able to develop Time Series
5. After studying unit-5, Students can Use Index Number , Weighted and UN weighted Index Numbers in practical application .

Matching Table (Mark tick symbol in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES

4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

Unit-I

Teaching Hours: 15

Matrix Theory, Equal Matrices ,Diagonal Matrix ,Scalar Matrix, UnitMatrix ,Null Matrix, Row Matrix, Column Matrix, Matrix Operation – Operation on Determinants – Inverse of a Square Matrix (not more than 3)

Unit-II

Teaching Hours: 15

Solving Simultaneous Equation using matrix Method, Simultaneous Linear Equations, General properties of matrices, Method of Reduction

Unit-III

Teaching Hours: 15

Correlation .Karl Pearson's Correlation ,Positive Correlation ,Negative Correlation ,No Correlation ,Simple Correlation – Scatter Diagram – Numerical Value of the Correlation Coefficient - Concurrent Deviation method – Rank Correlation – Properties of Correlation Coefficient ,Limitation -Uses of Correlation in Business Regression – Regression Lines – Regression coefficients – Uses of Regression in Business Problems.

Unit-IV

Teaching Hours: 15

Time Series – Component of time Series, Secular trend, Seasonal Variation, Cyclical Variation, Irregular Variation – Measurement of Trend, Graphic Method – Semi Average method – Moving Average method –Method of Least Squares – Measurement of Seasonal Variations – Simple Average Method – Ratio to Moving Average Method

Unit-V

Teaching Hours: 15

Index Number – Weighted and UN weighted Index Numbers – Cost of Living Index Number – Average of Relative Price Indices-Quality Index Number- Test on index Numbers- Time reversal test, Factors reversal test- Circular test. Proportion of Theory and Problem: 20:80

Text books

1. Dr. P.R. Vittal Business Mathematics and Statistic, Margham Publications,Chennai ,2013
2. S P Rajagopalan, R Sattanathan - Business Mathematics,Vijay Nicole Imprints (P) Ltd,2013
3. Prof. A. V. Rayarikar , P. G. Dixit Business Mathematics And Statistics Nirali Prakshan Publishers,2019
4. Agarwal B.M. Business Mathematics & Statistics.
5. D.C. Sancheti , V.K.Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi,2007
6. C.B.Gupta, Vijay Gupta An introduction to statistical methods , Vikas Publishing House Pvt.Ltd, 23rd edition 2004,2015, New Delhi

7. G.C.Beri ,Business Statistics, Mc Graw Hill Education Private Limited, Chennai 3rd edition, 2016
8. Mukesh kumar ,Anand Chauhan ,Business Mathematics Scientific International Pvt.Ltd , New Delhi-2017.
9. S.P.Rajagopalan , R.Sattanathan, Business Statistics and Operations Research 3rdEdition, Vijay Nicole Imprints Pvt Ltd ,2014.
10. S.K.Kapoor, Elements of Practical Statistics, Oxford and IBH Publishing Corporation Pvt.Ltd, New Delhi 2008

Reference Books

1. Agarwal B.M. Business Mathematics & Statistics Ane Books Pvt Ltd, 2009
2. S P Rajagopalan, R Sattanathan - Business Mathematics, Tata McGraw- Hill Publishing company Ltd,New Delhi,2009
3. A Francis; Ben Mousley Business Mathematics and Statistics, United Kingdom Cengage Learning, 2014
4. Prof. A. V. Rayarikar , P. G. Dixit Business Mathematics And Statistics, Nirali Prakshan Publishers,2019
5. B M Aggarwal, Business Mathematics and Statistics, Ane Books Pvt Ltd,2010
6. Dr.A. Thilagaraj & Dr.N.Soundarraaj, Business Mathematics, Learntech Press ,Trichy,2010
7. Dr. P.R. Vittal Business Statistics , Margham Publications,2009, Chennai
8. J.P.Singh , Business Mathematics , Ane Books Pvt.Ltd New Delhi 2016.
9. S.P.Gupta- Statistical Methods, Sultan Chand & Sons-New Delhi- 36th Edition 2008
10. S.P.Gupta- Statistical Methods, Sultan Chand & Sons-New Delhi- 45th Edition 2017

E- Materials

- https://www.researchgate.net/publication/316507362_Business_Mathematics_Statistics
- <https://www.toppr.com/guides/business-mathematics-and-statistics/>
- https://www.dphu.org/uploads/attachements/books/books_3502_0.pdf

Journal Reference

- Journal of Mathematical Sciences published by Springer

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	S	S	M	S	S	S
CO2	S	S	S	S	M	S	M	S	S	S
CO3	S	S	S	M	S	S	S	S	S	S

CO4	S	S	S	S	M	S	S	S	S	S
CO5	S	S	S	M	S	S	S	S	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: II

Paper type: ALLIED I

Paper code: CABA23AA.Customer Relationship Management Credit: 5

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

Course Objectives

1. To understand the significance of Customer Relationship Management (CRM)
2. To enable students, learn the importance of Customer Relations
3. To understand the various components of CRM
4. To understand processes that involve in customer relationship management (CRM)
5. To know the use of technology in CRM

Course Outcomes

1. After the study of unit-1, the student will have a clear understanding of be able to know CRM
2. After the study of unit-2, student will be able to learn various stages and importance of CRM.
3. After the study of unit-3, student will know the components of CRM and how to measure effectiveness.
4. After the study of unit-4, students will be able to check out the framework of CRM
5. After the study of unit-5, student will be able to use of technology in CRM

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES

5	YES	YES	YES	YES	YES	YES
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UNIT-I

Teaching hours: 18

CRM – Introduction – Definition – characteristics- objectives- Need for CRM – Complementary Layers of CRM – Customer Satisfaction – factors influencing customer satisfaction- determinants- benefits- customer value- building customer satisfaction - Customer Loyalty –features- importance- loyal customer ladder- Product Marketing – importance – marketing mix- Direct Marketing- meaning- nature difference between direct and conventional marketing- functions- advantages and limitations.

UNIT-II

Teaching hours: 18

Customer Learning Relationship – meaning- areas of learning relationship- categories of relationship- basis for building learning relationships – Promise- trust- commitmentsatisfaction- strategies and guidelines or building learning relationships- Key Stages of CRM – Forces Driving CRM –key principles of CRM- Benefits of CRM – limitations of CRM Growth of CRM Market in India – CRM in different sectors in India.

UNIT-III

Teaching hours: 18

CRM Program and strategy– Components of CRM -Groundwork for Effective use of CRM – types of CRM program- planning CRM program - role of CRM program- managing CRM program- measuring effectiveness of CRM program- Information Requirement for an Effective use of CRM .

UNIT-IV

Teaching hours: 18

CRM Process Framework – Formation process- Governance Process – Performance Evaluation Process- evolution process- customers in CRM- Relationship marketing and CRM process – tool- difference between relationship marketing and CRM- objectives of relationship marketing- customer relationship hierarchy- six market framework of relationship marketing- dimensions- strategies- essentials of Relationship Marketing.

UNIT-V

Teaching hours: 18

Use of Technology in CRM – 11 C’s of relationship criteria for creating value for customers- use of technology- CRM Technology Tools – E-CRM – Requirement Analysis for CRM technology- Implementation of CRM technology– emerging trends in CRM technology- pitfalls of IT focus in CRM-Call centre- classification- call centre process- use of technology in call centre- operational challenges- CRM Package/ software – functional areas- Key CRM software packages- selection of CRM packages- benefits of software- CRM implementation- phases- business transformation process- issues in CRM implementation Reasons for Failure of CRM- guidelines for successful CRM implementation.

Text books

1. Dr. Freda Gnanaselvam & A.V. Aruna Kumar, Customer Relationship Management, Takur Publications
2. G.Shainesh, Jagdish N Sheth – Customer Relationship Management – Laxmi Publication Pvt. Ltd.
3. K.Balasubramanian - Customer Relationship Management, , GIGO Publication, 2005.
4. Dr. P. Sheela Rani – Customer Relationship Management – Margham Publications,Chennai
5. Ed Peelen ,Rob BeltmanCustomer Relationship Management 2nd Edition
6. Lars HelgesonCRM for Dummies Paperback – July 5, 2017.
7. Roger J. Baran ,Robert J. Galka, Customer Relationship Management: The Foundation of Contemporary Marketing Strategy 2nd Edition, Kindle Edition
8. Francis & Stan Maklan Buttle, Customer Relationship Management : Concepts and Technologies, 4th edition paperback
9. Parvatiyar Atul ,G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications Hardcover – 1 July 2017
10. G. Shainesh ,Jagdish N. ShethCustomer relationship management Paperback – 1 January 2020 by
11. V. Kumar, Customer Relationship Management- Concept, Strategy, and Tools, Werner Reinartz

Reference Books

1. Dr.Ravi Kalakota E-business – Roadmap for success, , Pearson Education Asia, 2000.
2. Rebecca Saunders - Business – The Dell way, India Book Distributors, 2000.
3. Amrit tiwana - The Essentials Guide to Knowledge Management – E-business and CRM application, Pearson education, 2001.
4. Adrian Payne, Handbook of CRM: Achieving Excellence in Customer Management , Butterworth-Heinemann is an imprint of Elsevier, Linacre House, Jordan Hill, Oxford
5. Kristin Anderson and Carol Kerr, Customer Relationship Management, McGraw-Hill,
6. Paul Greenberg, CRM at the Speed of Light, Fourth Edition: Social CRM 2.0 Strategies, Tools, and Techniques for Engaging Your Customers Hardcover , Publisher: McGraw-Hill Education; 4th Edition
7. Barton J. Goldenberg, The Definitive Guide to Social CRM: Maximizing Customer Relationships with Social Media to Gain Market Insights, Customers, and Profits (FT Press Operations Management) 1st Edition by, Publisher: Pearson FT Press; 1st Edition

8. Salesforce.com For Dummies (For Dummies (Computer/Tech)) 6th Edition by Liz Kao and Jon Paz, Publisher: For Dummies; 6 edition (April 25, 2016), Language: English, ISBN-10: 9788126563012, ISBN-13: 978-1119239314
9. John Goodman, Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service Hardcover – August 12, 2014 by, Publisher: AMACOM; First edition
10. Brian K. Gardner, ROI from CRM: It's about sales process, not just technology Paperback – May 4, 2016, Publisher: Gale Media, Inc.

Course Material: website links

- <https://study.com/academy/lesson/what-is-business-environment-definition-factors-quiz.html>
- <https://www.investopedia.com/terms/p/pest-analysis.asp>
- https://www.mindtools.com/pages/article/newTMC_09.htm
- https://link.springer.com/chapter/10.1007/978-3-319-32754-9_3
- https://en.wikipedia.org/wiki/Gross_domestic_product

Journal Reference

- International Journal on Customer Relations published by Publishing India Group

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	S	S	S	M	M	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	M	S	S	M	S	M	S	S	M	S
CO4	S	S	S	S	M	S	S	S	S	M
CO5	S	M	M	S	S	S	M	M	S	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: II

Paper type: Allied- I

Paper code: CABA23B B. Principles of Banking System Credit: 5

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

Course Objectives

1. To know how banking system functions within the financial system
2. To know the concept of Social Responsibility of Banks
3. To understand the role of Reserve Bank of India
4. To know the functions of modern Commercial Banks
5. To know all about financial services

Course Outcome

1. After the study of unit-1, student will have a complete knowledge on the origin of Banks
2. After the study of unit-2, student will be able to know the Concept of Social Responsibility of Banks
3. After the study of unit-3, student will be able to understand the roles of various banks
4. After the study of unit-4, student will be able to understand the Functions of Modern Commercial Banks
5. After the study of unit-5, student will understand the various financial services in the Indian economy

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES

5	YES	YES	YES	YES	YES	YES
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UNIT-I

Teaching hours: 18

Introduction - Origin of Banks - Definition of Bank - Types of Bank - Banking Systems – UnitBank - Merits of UnitBank - Demerits of UnitBanks - Branch Bank - Its merits and demerits - Financial System - Components of financial system

UNIT-II

Teaching hours: 18

Concept of Social Responsibility of Banks - Role of banks in Primary, Secondary and Territory sector - Mixed Banking - Retail Banking - Wholesale Banking - Universal Banking.

UNIT-III

Teaching hours: 18

Reserve bank of India (central bank) - Commercial Banks - Cooperative Banks - flow of cooperative funds - Urban Cooperative Bank - Land Development Banks - Development Bank - NABARD (National Bank for Agriculture and Rural Development) - Regional Rural Bank - EXIM bank

UNIT-IV

Teaching hours: 18

Functions of Modern Commercial Banks - Savings account - Current account - Difference between savings account and current account - Fixed Deposit - Recurring Deposit - Granting of Loan - Clean Loan - Second loan - Overdraft -Cash Credit.

UNIT-V

Teaching hours: 18

Factoring - Lease Finance - Export Finance - Credit Card - Credit Rating - E-business - Ecommerce - E-banking - Automatic Teller Machines.

Text Books

1. Santhanam -Banking and Financial System, Margham Publications, Chennai.
2. S.N.Maheshwari -Banking Law Theory and Practice , Kalyani Publishers, Chennai.
3. Sundharam & Varshney- Banking Theory Law and Practice – Sultan Chand & Sons, New Delhi
4. Gurusamy -Banking Theory Law and Practices — Vijay Nicole Imprints (P) Ltd, Chennai.
5. K.P. Kandesami, S. Natarajan, R. Parameswaran, Banking Law and Practice, S. Chand, Delhi.
6. Moorad Choudary, The Principles of Banking, Wiley
7. G.S. Popli, Anuradha Jain, Principles & systems of banking, PHI Learning Pvt Ltd.
8. Ashok Kumar Das, Principles of Banking for today's bankers
9. Dr. V.C. Sinha, Indian Banking System, sold by SBPD Publishing House.

10. Ruchika Gahlot, Principles of Indian Banking, Lakshmi Publications.

Reference Books

1. Kandasami K P, Nataraian - Banking Law and Practice , S.Chand & Co New Delhi.
2. Varshney and Malhotra – Principles of Banking – Sultan Chand & Sons
3. Bimal N. Patel, Banking Law and Negotiable Instruments Act, Eastern book company
4. Bimal N. Patel, Dolly Jabbal, Prachi V. Motiyani, Banking Law, Eastern book company
5. Dr. O.P. Gupta, Banking law and Practice in India, Sahitya Bhawan Publications
6. Kandasami K.P., Banking Law and Practice, S Chand & Company

E-Materials

- <https://www.bookden.in/products/macmillan-book-ebook-principles-practices-ofbanking>
- <https://www.freebookcentre.net/business-books-download/Banking-principles-andpractice.html>
- <https://gurukpo.com/Content/BBA/fundamental-of-Banking.pdf>

Journal Reference

- Indian Journal of Finance and Banking published by Centre for Research on Islamic Banking & Finance and Business

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	S	S	S
CO4	S	S	S	S	S	S	S	S	S	S
CO5	S	S	S	S	S	S	S	S	S	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: II

Paper type: ALLIED I

Paper code: CABA23CC. Fundamentals of Computer Credit: 5

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives

1. To know the importance of computers, types and uses.
2. To understand the Computer Architecture and various components of a computer system
3. To learn computers input-output devices and display devices
4. To know what is computer program ,Computer Languages and the Software.
5. To know the basics of connecting electronic devices, internet and computer virus

Course Outcome

1. After the study of unit-1, student will have knowledge about computer
2. After the study of unit-2, student will understand computer architecture
3. After the study of unit-3, student will know the functioning of parts
4. After the study of unit-4, student will be able to develop program
5. After the study of unit-5, student will be able to use computers effectively.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT-I**Teaching Hours: 8**

Introduction - Characteristics of computers – Five Generations of computers – Classification - Computer System - Uses of Computers.

UNIT-II**Teaching Hours: 8**

Computer Architecture - CPU - Memory - Communication between various units of a computer system - Storage Devices - Magnetic Tape - Magnetic Disk - Optical Disk - CD-ROM.

UNIT-III**Teaching Hours: 8**

Input Devices - Types - keyboard - Mouse - Output Devices - Classification of Output - Printers - Plotters - Monitors.

UNIT-IV**Teaching Hours: 8**

Computer program - Developing a Program - Algorithm - Flowchart Program Testing and Debugging - Program Documentation - Types of Documentation - Characteristics of a good program - Computer Languages - Software.

UNIT-V**Teaching Hours: 8**

Internet basics - Basic internet terms - Getting connected to internet - Internet applications - Electronic Mail - How e-mail works - Searching the Web - Internet and Viruses.

Text books

1. Kritka Gupta, Sunil Chauhan, Akash Saxena – Fundamentals of Computer – Laxmi Publication Pvt. Ltd
2. Raja Raman – Fundamentals of Computer – Prentice Hall of India
3. Alex Leon and Mathews Leon – Computer Application in Business – Vijay Nicole Imprints Ltd.,
4. P K Sinha – Fundamentals of Computer-BPH Publication
5. Arora, Ashok and Bansal Shefali – Computer Fundamentals – Excel Books
6. Brian W. Kernighan & Dennis M. Ritchie, The C Programming Language, Second Edition, Prentice Hall, 1988, <http://cm.bell-labs.com/cm/cs/cbook/>,
7. “Computer Fundamentals and Programming in C” by Reema Thareja
8. The Hidden Language of Computer Hardware and Software. By Charles Petzold.
9. A Handbook of Agile Software Craftsmanship. by Robert C.

10. Fundamentals of Computers Paperback – 17 December 2014 by Rajaraman V(Author),
Adabala N(Author)

Reference Books

1. Introduction to Computer Science, ITL Education Solutions Limited, Pearson Education.
2. P K Sinha Computer Fundamentals
3. Computer for Competitive Exams (Fundamental of Computer with MCQs): Fundamental of Computer with Multiple Choice Questions (Popular Master Guide)” by RPH Editorial Board
4. Reema Thareja, Fundamentals of Computers
5. E Balagurusamy, Fundamentals of Computers
6. Sahni Horowitz, Fundamentals of Computer Algorithms
7. Harvey M. Deitel & Paul J. Deitel, C How to Program, Fourth Edition, Prentice Hall, 2004,
8. Stefano Ceri, Dino Mandrioli & Licia Sbattella, The Art and Craft of Computing, Addison-Wesley, 1998,
9. Delores M. Etter, Engineering Problem Solving with C, Third Edition, Prentice Hall, 2005,
10. Goel, Anita, Computer Fundamentals, Pearson
11. Ram, B Computer Fundamentals: Architecture & Organization. 4th Edition New Age Publication

Course Material: website links

- https://www.academia.edu/14277811/Computer_Fundamental_for_BBA_B.Com_and_BCA
- <https://theintactone.com/2019/08/31/ccsubba-506-computer-fundamentals/>
- <https://www.tutorialsmate.com/2020/04/computer-fundamentals-tutorial.html>
- <https://www.youtube.com/watch?v=tIfRDPeKybU>
- <https://in.okfn.org/files/2013/07/-Computer-Fundamental.pdf>

Journal Reference

- Indian Journal of Computer Science, New Delhi

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S

CO4	S	S	S	S	S	S	S	S	M	S
CO5	S	S	S	S	S	S	S	S	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

SEMESTER III

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115 BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: III

Paper type: Core Theory

Paper code: CBA31 Production and Materials Management Credit: 4

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hours: 1

Course Objectives

1. To enable the students to understand the various process of production in Organisation
2. To enable the students to be aware of techniques of Production Management
3. To familiarize students with quality control techniques used to effectively carry out Production.
4. To sensitize students on the materials management functions - planning, purchasing, store handling and vendor rating
5. To understand the inventory control techniques.

Course Outcome

1. After the study of unit-1, student will be able to understand the concept of operations and relationship between operations and other business functions.
2. After the study of unit-2, student will be able to analyses and evaluate various production and scheduling techniques, and to identify appropriate location for factories.
3. After the study of unit-3, student will be able to implement work and method study procedures.
4. After the study of unit-4, student will be able to plan and implement suitable materials planning principles and practices in operations.
5. After the study of unit-5, student will be able to plan and implement store keeping and material handling and rating vendors.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
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1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 15**

Production System - Introduction - Production - Productivity - Production Management - Objectives of Production Management - Functions and scope of production management - Relationship of production with other functional areas.

UNIT– II**Teaching hours: 15**

Production Planning and Control - Routing and Scheduling - Dispatching - Maintenance management - Types of maintenance - Breakdown - Preventive - Routine - Maintenance Scheduling. Plant Location - Introduction - Need for selecting a suitable location - Plant Location problem - Advantage of Urban, suburban and rural locations - Systems view of location - Factors influencing plant location. Plant layout - Plant layout problem - Objectives - Principles of plant layout - Factors influencing plant layout - Types of layout.

UNIT– III**Teaching hours: 15**

Work and Method Study - Importance of work study - Work study procedures - Time study - Human considerations in work study - Introduction to method study - Objectives of method study - Steps involved in method study Work measurement - Objectives of work measurement - Techniques of work measurement - Computation of standard time - Allowance - Comparison of various techniques.

UNIT– IV**Teaching hours: 15**

Materials - Meaning - Types - Materials Management - Definition and Functions - Importance of materials Management - Inventory control - Function of inventory - Importance - Tools of Inventory Control - ABC - VED - FSN analysis - Purchase Management - Purchasing - Procedure - Dynamic purchasing - Principles - Store planning.

UNIT– V**Teaching hours: 15**

Store Keeping and Materials Handling - Objectives - Function of store keeping - Store responsibilities - Location of store house - Centralized store room - Equipment - Security measures - Protection and prevention of stores - Fire and other Hazards - Bin card - Stock Cards. Vendor rating - Vendor development - Purchase Department - Responsibility - Buyer - Seller relationship - Value analysis.

Text Books

1. Saravanavel P and Sumathi S, Production and Materials Management, Margham Publications, Chennai.
2. Paneerselvam - Production and Operations Management - Prentice - Hall of India, New Delhi,
3. Aswathappa, K - Production and Operations Management - Himalaya Publishing House, Mumbai
4. Chunnawalla and Patel - Production and Materials Management, Himalaya Publishing House, Mumbai
5. Gopalakrishnan - Materials Management - Prentice - Hall of India.

Reference books

1. Harding HA - Production Management.
2. Buffa - Production Management.
3. Broom - Production Management.
4. Saxena JP -Production and Operations Management
5. SN Chari - Production and Operation Management.
6. Adam and Ebert - Production and Operations Management - Prentice - Hall of India.
7. Muhdnan - Production and Operation Management MacMillan
8. Dutta - Integrated Materials Management
9. England and Leenders - Purchasing and Materials Management
10. Varma - Materials Management

E-Materials

- <http://www.nitc.ac.in/app/webroot/img/upload/Production%20Management%20Module%201%20Course%20notes.pdf>
- https://gurukpo.com/Content/BBA/production_and_Material_Management.pdf
- http://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
- <http://www.ddegjust.ac.in/2017/Uploads/11/POM-325.pdf>
- <https://www.docsity.com/en/purchase-and-materials-management/4694923/>

Journal Reference

- Materials Management Review published by Indian Institute of Materials Management, New Delhi.
- The IUP Journal of Operations Management published by IUP Publications, Hyderabad.
- Journal of Manufacturing and Materials Processing published by MDPI, Switzerland.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	M
CO2	M	S	S	S	M	S	S	S	S	S
CO3	S	M	M	S	S	M	S	M	S	S
CO4	S	S	S	S	S	S	S	S	S	M
CO5	S	S	S	M	S	S	M	M	S	S

PO – Programme Outcome, CO – Course outcome
S – Strong, M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: III

Paper type: Core Theory

Paper code: CBA32

Financial Accounting

Credit: 4

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

Course Objectives

1. To familiar the students with basic accounting principles
2. To understand and prepare trial balance
3. To prepare balance sheet
4. To learn single and double entry method
5. To learn various types of shares and debentures.

Course Outcomes

1. After the study of Unit-1, the student is able to know the basic concepts of accounting, principles, convention, rules of accounting and various books of accounting.
2. After the study of Unit-2, the student is able to know the trial balance method, depreciation and their needs and various method of charging depreciation.
3. After the study of Unit-3, the student is able to know the preparation of financial accounting, procedure for preparation of trading and profit and loss accounts and balance sheet.
4. After the study of Unit-4, the student is able to know the need for preparation of single entry system and their uses.
5. After the study of Unit-5, the student is able to know the meaning of shares and its type.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT- I**Teaching hours:15**

Financial Accounting- Meaning and Definition - Accounting Concepts - Accounting Conventions - Objectives of Accounting - Rules of Accounting -Principles of Double Entry System - Book Keeping- Journal - Ledger - Subsidiary Books - Purchases Book, Sales Book, Returns Book and Cash Books.

UNIT- II**Teaching hours:15**

Trial Balance - Meaning and Definition - Method of Trail Balance-Depreciation - Need for Depreciation - Causes of Depreciation - Objectives of Depreciation - Straight Line And Diminishing Balance Methods Of Charging Depreciation Only.

UNIT- III**Teaching hours:15**

Final Accounts - Introduction - Preparation Trading Accounting - Profit and Loss Account and Balance Sheet.

UNIT- IV**Teaching hours:15**

Single Entry System - Definition - Salient Features - Limitations - Difference Between Double Entry and Single Entry Systems - Ascertainment of Profit - Net Worth Method Only.

UNIT- V**Teaching hours:15**

Company Accounts - Meaning of shares - Types of Shares-Issue, Forfeiture and Reissue of Shares - Debentures - Issue of Debentures Only.

(Weightage of Marks: Problems - 80%, Theory - 20%)

Text Books

1. T.S. Reddy & A. Murthy - Financial Accounting , Margham Publishers,Chennai.
2. Jain.S.P- Introduction to Financial Accounting, Kalyani Publishers
3. Maheswari.S.N - Financial and Management Accounting, Sultan Chand, New Delhi.
4. Bhattacharya- Financial Accounting for Business Managers. PHI Learning
5. Prof.Jawarlal,Dr.Seema Srivastava-Financial Accounting,Sultan Chand,New Delhi.
6. Umamaheswari, Dr.Vasanthi,Financial Accounting,Charulatha Publications,Chennai.
7. Dr.F.Elayaraja,Dr.S.Prabu, Financial Accounting,Charulatha Publications,Chennai.
- 8.N.Ramachandran,Ramkumar Financial Accounting for ManagementMC GRAW Hills New Delhi.
- 9.Dr.Nisikant Jha,Introduction to Financial Accounting Himalaya Publishing House,
- 10.S.Manikandan Financial Accounting Scitech Publications, Chennai.

Reference Books

1. Gupta R.L and Radhaswamy - Advanced Accounting.
2. Shukla. M.C & Grewal .T.S- Advanced Accounting.
3. Tulsian - Financial Accounting - Tata McGraw-Hill Pub.
4. N. Vinayakam & B. Charrumathi - Financial Accounting
5. Dr. S. Ganeson & S.R. Kalavathi - Financial Accounting.

6. Charles T. Horngren, Gary L. Sundem, John A. Ellist, Donna R. Philbrick, Introduction to Financial Accounting Pearson Publication.
7. R.L. Gupta, V.K. Gupta Financial Accounting Sultan Chand and Sons New Delhi
A. Murthy Financial Management Margam Publications Chennai.
8. Dr.S.N. Maheswari, Elements of Financial Management, Sultan Chand and Sons New Delhi

E-Materials

- tudocu.com/en-gb/document/lancaster-university/principles-of-financial-accounting/lecture-notes/acf212-principles-of-financial-accounting-lecture-notes/1495870/view
- <https://ocw.mit.edu/courses/sloan-school-of-management/15-511-financial-accounting-summer-2004/lecture-notes/>
- <https://www.topfreebooks.org/principles-of-financial-accounting/>

Journal Reference

- The IUP Journal of Accounting Research and Audit Practices published by IUP, Hyderabad.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S
CO4	S	S	S	S	S	S	S	S	M	S
CO5	S	S	S	S	S	S	S	S	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong, M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: III

Paper type: Core Theory

Paper code: CBA33 Human Resource ManagementCredit: 4

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To understand the concepts and basic functions of Human Resource Management.
2. To learn the process of employee recruitment and selection.
3. To acquire knowledge in the training needs and methods.
4. To understand the need and methods of performance appraisal.
5. To analyse the key issues related to Compensation, Mentoring, Career Planning, Promotion, Transfers and Termination.

Course Outcome

1. After the study of Unit1, the student understands the concepts and basic functions of Human Resource Management.
2. After the study of Unit2, the student learns the process of employee recruitment and selection.
3. After the study of Unit3, the student acquires knowledge in identifying the training needs and methods.
4. After the study of Unit4, the student understands the need and methods of performance appraisal.
5. After the study of Unit5, the student can analyse the key issues related to Compensation, Mentoring, Career Planning, Promotion, Transfers and Termination.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 15**

Definition of HRM - Objectives of HRM - Nature and scope of HRM - Principles of HRM - Difference between Personnel Management and HRM - Duties and Responsibilities of HR Managers - Qualities of HR managers - role of HR managers - importance of HRM - challenges of HRM - Evolution and Growth of HRM - Environment of HRM - Strategic HRM.

UNIT– II**Teaching hours: 15**

Human Resource Planning - Features of HR planning - objectives - factors influencing HR planning - Recruitment - Principle of recruitment - objectives - steps involved in recruitment process - Sources of recruitment - Selection - definition - importance - process of Selection - Use of various tests - Interview techniques in selection - objectives - types - limitations - guidelines - Recruitment vs selection - Induction.

UNIT– III**Teaching hours: 15**

Employee Training and Development - Definition - Objectives - need and importance - Identification of Training needs - essentials of good training program - characteristics Process of training - Training Methods - on the job training methods - off the job training methods- Executive development - advantages of training to employees - Techniques - effectiveness of training and development programs.

UNIT– IV**Teaching hours: 15**

Performance Appraisal - Definition - Features - Objectives - Advantages - limitations - characteristics of an effective performance appraisal systems - Need for Performance Appraisal - Process - Methods - Traditional and modern methods of performance appraisal - merit rating - concepts and methods - BARS - Compensation.

UNIT– V**Teaching hours: 15**

Transfer objectives - types - merits - demerits - characteristics of an effective transfer policy - Promotion and termination of services - Purpose of promotion - factors influencing promotion - types of promotion - Open and closed system of promotion - advantages, importance of promotion - demotion - Career development - Mentoring - HRM Audit - Nature - Benefits - Scope - Approaches

TEXT BOOKS

1. Dr. J. Jayasankar - Human Resource Management - Margham Publications, Chennai.
2. Dr. C.D. Balaji - Human Resource Management - Margham Publications, Chennai.
3. Aswathappa K - Human Resource and Personnel Management, Himalaya Publishing House.Mumbai.
4. Gupta C B - Human Resource Management - Sultan Chand & Sons.
5. Sundar & Srinivasan J - Essentials of Human Resource Management - Vijay Nicole Imprints
6. Murugesan G - Human Resource Management - Lakshmi Publications Pvt. Ltd
7. Gary Dessler, Biju Varkkey – Human Resource Management – Pearson Education, Delhi

8.K.Aswathappa, Human Resource Management – Text and Cases – Mc Graw Hill Co, New Delhi

9. Durai Human Resource Management-Pearson Education, New Delhi

10.VSP Rao Human Resource Management,Excel Books New Delhi.

Reference books

1. Memoria CB - Personnel Management
2. Subba Rao P - Human Resource Management and Industrial Relations
3. Prasad - Getting the right people - MacMillan I Ltd
4. Pattanayak - Human Resources Management - Prentice - Hall of India
5. Decenzo/Robbins - Personnel/Human Resource Management - Prentice - Hall of India
6. Saiyadain Mirza - Human Resource Management
7. Venkataratanam - Personnel Management & Human Resources
8. Saxena - Marketing Management - Tata McGraw Hill Pub
9. A. M. Sheikh - Human Resource Development & Management.
10. Dwivedi RS - Human Relations and Organization Behavior

E- Materials

- www.masters-in-human-resources.org

www.oxfordhomestudy.com > ... > HR

Journal Reference

- Journal of Strategic Human Resource Management published by Publishing India
- Indian Journal of Industrial Relations published by Sri Ram Centre of IR & HR

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	M	S	S	M
CO2	S	M	S	M	S	S	S	S	S	S
CO3	S	S	S	S	S	M	S	S	M	S
CO4	S	S	S	S	M	S	S	M	M	S
CO5	M	S	M	S	S	S	S	S	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: III

Paper type: Core Theory

Paper code: CBA34

Managerial Economics Credit: 4

Total Hours per Week: 4

Lecture Hours: 3

Tutorial Hour: 1

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Course Objectives

1. To acquaint the students with principles of economics in managerial decision making.
2. To understand the basic concepts of managerial economics and its applications.
3. To understand the basic concepts of demand, supply, and equilibrium and their determinants.
4. To know the meaning and price output decisions of perfectly competitive firm both short and long run.
5. To understand the concepts of monopolistic and oligopolistic competition.

Course Outcome

1. After the study of Unit1, the student understands the concepts and relationship between Micro and Macro Economics
2. After the study of Unit2, the student can analyses the market supply and demand on market dynamics.
3. After the study of Unit3, the student acquires knowledge on production and cost analysis.
4. After the study of Unit4, the student will understand pricing methods.
5. After the study of Unit5, the student will have knowledge about market structure.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 12**

Nature and Scope of Managerial Economics - Definition of Economics - Important concept of Economics - Basic Economic problem - Relationship between Micro and Macro-economic - Managerial Economics - Nature and Scope - Objectives of the Firm.

UNIT– II**Teaching hours: 12**

Theory of Consumer behavior - Managerial Utility Analysis indifference curve and analysis Meaning of Demand - Law of Demand - Types of Demand - Determinants of demand - Elasticity of Demand - Demand Forecasting.

UNIT– III**Teaching hours: 12**

Production and Cost Analysis - Law of returns to scale and Economies of scale - Cost analysis - different cost concepts - Cost - output relationship - Short run and long run - Revenue curves of firms - Supply Analysis.

UNIT- IV**Teaching hours: 12**

Pricing Methods and Strategies - Objectives - Factors - General Considerations of Pricing - Methods of pricing - Role of Government - Dual pricing - price Discrimination.

UNIT– V**Teaching hours: 12**

Market forms - Market structure - Basis of Market classification - Output determination - Perfect Competition - Monopoly - Monopolistic Competition - Duopoly - Oligopoly.

Text Books

1. Dr. S. Sankaran - Managerial Economics - Margham Publications
2. Varshney RL and Maheshwari KL - Managerial Economics. Sultan Chand & sons
3. Aryamala T - Managerial Economics - Vijay Nicole Imprints Private Limited
4. Mankar: Business Economics, Macmilan Ltd.
5. Yogesh Maheshwari - Managerial Economics - Prentice-Hall of India
6. Jingham M.L - Micro Economics, Vrinda Publications (P) Ltd. (Theory)
7. Prof.D.Mustafa Managerial Economics,AITBS Publishers, New Delhi.
8. M.L. Jhingan,J.K.Stephen, Managerial Economics , Vrinda Publications (P) Ltd, New Delhi.
9. D.D.Chaturvedi, S.L Gupta, Managerial Economics International Book House, (P) Ltd, New Delhi.
10. V.L Mote,Samuel Paul, G.S.Gupta ,Managerial Economics MC Graw Hill Publications New Delhi

Reference Books

1. Dean - Managerial Economics - Prentice-Hall of India.
2. Peterson - Managerial Economics - Prentice-Hall of India.
3. Mote Paul Gupta - Managerial Economics - MGH.
4. Mehta P.L. - Managerial Economics.
5. Dr. Shivani Kapoor, Prof. O Shukla - Managerial Economics - Laxmi Publication Pvt. Ltd

E-Materials

- https://www.tutorialspoint.com/managerial_economics/managerial_economics_overview.htm
- http://economicsconcepts.com/managerial_economics.htm
- <http://www.yourarticlelibrary.com/managerial-economics/managerial-economics-meaning-scope-techniques-other-details/24730>
- <https://www.edx.org/course/introduction-to-managerial-economics-2>
- <https://www.mheducation.co.uk/ebook-managerial-economics-9780077164270-emea>
- <https://epdf.pub/managerial-economics84ed28a3e234f607d8b67fd30c1104f456672.html>

Journal Reference

- The Indian Journal of Economics and Business published by Ashwin Anokha Publications & Distributions

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	S	M	M	S	S	S	M	M	M	S
CO4	M	S	M	S	M	M	S	M	M	M
CO5	S	S	S	S	M	S	S	S	M	M

PO – Programme Outcome, CO – Course outcome

S – Strong, M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: III

Paper type: ALLIED-2

Paper code: CABA35A

A. Office Management

Credit: 3

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives:

1. To understand the concepts and basic functions of Office.
2. To know the responsibilities and skills required of an office manager.
3. To develop the knowledge of Location, Layout and the Environment of an Office.
4. To learn about various types of office furniture and its uses.
5. To attain the skill of records management.

Course Outcome

1. After the study of Unit 1, the student understands the concepts and basic functions of an office and responsibilities and skills required by the office manager.
2. After the study of Unit 2, the student attains the knowledge of Location, Layout and the environment of an Office.
3. After the study of Unit 3, the student gains knowledge of various types of office furniture and its uses.
4. After the study of Unit 4 the student can handle mail services.
5. After the study of Unit 5, the student learns the skill of records management.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 18**

Office - Meaning and scope - Office Functions - Qualifications of Office Manager - Office Management - Definition - Elements of Office Management - Functions of Office Management.

UNIT– II**Teaching hours: 18**

Location of an Office - Office Accommodation - Office Layout - Office Environment.

UNIT– III**Teaching hours: 18**

Office Furniture - Factors considered in selecting office furniture - Types of office furniture - Office Appliances and Equipment - Importance - Merits and Demerits - Typewriter - Duplicators - Photo Copier - Franking Machine - Communication Equipment : Dictaphone - Intercom - Telephone - Telex - Fax - PABX - PBX - Uses of Computers in Office .

UNIT– IV**Teaching hours: 18**

Mail service - Handling Inward Mail Service - Handling Outward Mail Service - Communications - Internal and external communication - Mechanical Devices for Oral Communication - Mechanical Devices for written Communication - Office Forms - Principles of Forms Design - Form Control - Continuous Stationery.

UNIT– V**Teaching hours: 18**

Records Management - Objectives - Filing - Definition - Essentials of a good filing system - Centralized and Decentralized Filing System - Methods of Filing - Classification of Files - Indexing - Definition - Types.

Text Books

1. N.S, Raghunathan - Office Management - Margham Publications, Chennai
2. C.B.Gupta - Office Organisation and Management, Sultan Chand & Sons.
3. V.Balachandran and V.Chandrasekaran - Office Management - Vijay Nicole Imprints Private Limited, Chennai.
4. P.K.Ghosh - Office Management - Sultan Chand & Sons.
5. Pillai R.S.N, Bhagwathi. V - Office Management, S. Chand Publications
6. Kathiresan, Dr. Radha, Office Management, Prasanna Publishers, Chennai.
7. Dr.T.S. Devanarayanan, N.S.Raghunathan, Office Management Margham Publications, Chennai.
8. Dr. R.C. Bhatia, Principles of Office Management, Lotus Press.
9. Alamelu Mangayarkarasi, Introduction to Office Management, Notion Press.
10. Dr. R.C. Bhatia, Modern Office Management and Commercial Correspondent, Sterling Publishers Pvt.Ltd.

Reference Books

1. Denyer JC - Office Management, Macdonald & Evans.
2. Littlefield CL and Peterson RL - Modern Office Management, A Drien Maisonneuve.

3. Leffingowell & Robinson – Text Book of Office Management, Mc Graw Hill.
4. Chopra R.K - Office Management, Himalaya Publishing House.
5. Arora S.P – Office Organisation and Management- Vikas Publishing House.
6. Dr.T.S. Devanarayan, N.S.Raghunathan - Office Management
7. R.C. Agarwal, Dr. Piyush Shalya, Office Management SBPD.
8. Thatheya.M- Office Management, Charulatha Publications.
9. I.M. Sahai, Office Management & Secretarial Practice, Sanitya Bhawan Publishers, Agra.

E- Materials

- <https://www.kopykitab.com/Office-Management-by-Bagavathi-And-R-S-N-Pillai>
- https://www.researchgate.net/publication/323731787_Office_Management
- alison.com › tag › office-administration
- study.com › office_manager_courses
- snacknation.com › blog › office-manager-training

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S
CO4	S	S	S	S	S	S	S	S	M	S
CO5	S	S	S	S	S	S	S	S	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: III
code: CABA35B

Paper type: ALLIED-2
B. Services Marketing
Credit: 3

Paper

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives

1. To have thorough understanding of services marketing,
2. To acquire the knowledge of services strategies
3. To understand the service rendered to customers.
4. To identify and fill the service gaps.
5. To understand the challenges in managing and delivering the quality services.

Course Outcome

1. After studied Unit1, the student will have thorough understanding of marketing services,
2. After studied Unit2, the student acquires knowledge of services strategies including service product and delivery
3. After studied Unit3, the student gains Customer Service oriented mindset.
4. After studied Unit4, the student learns to Identify and fill the service gaps.
5. After studied Unit5, the student acquires in depth understanding of the challenges in managing and delivering the quality services.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I **Teaching hours:18**

MARKETING SERVICES

Introduction Growth of the service sector. The concept of services. Characteristics of services - classification of services - designing of the service - blueprinting, using technology in developing human resources, building service aspirations.

UNIT– II **Teaching hours:18**

MARKETING MIX IN SERVICE MARKETING

The seven Ps: Product decision, pricing strategies and tactics placing or distribution methods for services, promotion of services and. Additional dimension in services marketing - people, physical evidence and process.

UNIT– III **Teaching hours: 18**

EFFECTIVE MANAGEMENT OF SERVICE MARKETING

Managing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal orientation of service strategy.

UNIT– IV **Teaching hours: 18**

DELIVERING QUALITY SERVICES

The customer expectations versus perceived service gap. Factors and techniques to resolve this gap. Gaps in services - quality standards, factors and solutions - the service performance gap - key factors and strategies for closing the gap. External communication to the customers - the promise versus delivery gap - developing appropriate and effective communication about service quality.

UNIT– V **Teaching hours: 18**

MARKETING OF SERVICES

Marketing of services - Financial - Bank Marketing - Mutual Funds Marketing - Health - Hospital services - Hospitality - hotel services marketing - tourism marketing - airlines services marketing - travel services marketing - railway services marketing - Educational Services - training services marketing - agricultural extension services marketing.

Text Books

1. Dr. L. Natarajan, Services Marketing -.Margham Publications, Chennai
2. Balaji. B -Services Marketing & Management. S.Chand, New Delhi
3. Valerie Zeithaml - Services Marketing - Tata McGraw-Hill Pub.
4. Wirtz Jochan, Services Marketing, People, Tech, Strategy, Pearson.
5. Lovelock, Chatterjee.S.M, Pearson Education, India.
6. Zeihthaml, Services Marketing, SE Indian Education.
7. Rao, Services Marketing, Pearson.
8. Dr. Tarvi Gupta, Dr. Smita Mishra, Dr. Mamta Rani - Services Marketing, Nithya Publications.
9. Vinnie Jauhari Kirti Dutta, Services Marketing, Oxford University Press.
10. Mathur, Services Marketing, New Age International Pvt.Ltd Publishers.

Reference Books

1. Ravi Sankar Service Marketing. The Indian experience -, Manas Publications, New Delhi.
2. Zeithaml Parasuraman and Berry Delivering Quality Services -. The free press Macmillan.
3. S. Balachandran Excellence in services -, Business Publishing House, Bombay
4. Philip Kotler Marketing of Non-Profit Organization Prentice Hall of India (P) Ltd. India New Delhi.
5. K.Douglas Hoffman and John E.G. Bateson, ,Services Marketing, Concepts, Strategies & Cases, Thomson South Western
6. Roland T.Rust, Anthony J.Zahorik, Timothy L. Keiningham Service Marketing, Addison Wesley
7. Dr.R. Kalyan, Services Marketing, Charulatha Publications.
8. Adrian Palmar, Principles of Services Marketing Book chor.com
9. Deepti Wadera, Jaspeet Kaur, Marketing of Services, Global Vision Publishing House.

E- Materials

alison.com › Marketing Courses

- www.edx.org › learn › marketing
- www.oxfordhomestudy.com › marketing-courses

Journal Reference

- Indian Journal of Marketing published by Associated Management Consultants Private Limited, New Delhi.
- Journal of Services Marketing published by Emerald Publishing.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	M	S	S	M	S	M
CO2	S	S	M	S	M	S	S	M	S	M
CO3	S	S	M	S	S	S	S	M	M	S
CO4	S	S	S	S	S	S	S	S	M	S
CO5	S	S	M	M	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong, M – Medium, L – Low

UNIT– I**Teaching hours: 18**

Definition of tourism and the need for tourism - meaning and nature of tourism - The birth, growth and development of tourism - basic components of tourism- elements of tourism - factors influencing growth of tourism - tourism in India and abroad.

UNIT– II**Teaching hours: 18**

Tourism - planning - need for planning - coordination in planning - assessment of tourist demand and supply - government's role in planning - environmental planning - tourism under five year plans. Tourism marketing - concepts and importance - marketing functions in tourism - tourist marketing mix - tourist "Product"- tourist market - segmentation - its bases.

UNIT– III**Teaching hours: 18**

Tourism and culture - tourism and people: tourism and economic development - economic benefits - regional development - tourism and growth of related industry, tourism and employment - cultural resources - cultural tourism in India - Tourism and international understanding.

UNIT– IV**Teaching hours: 18**

Tourism pricing - methods of pricing - tourism promotion - advertising costs - steps in planning an advertising campaign - tourist publicity - sales support - Public relations - Tourist publicity.

UNIT– V**Teaching hours:18**

Tourism and government administrative systems - ministry of tourism - department of tourism - Indian tourism development corporation - world tourism organization - travel agents in India.

Text Books

1. Anand M.M - Tourism and Hotel Industry in India, Prentice - Hall of India
2. Pran Nath Seth, Successful Tourism Management, Sterling Publishers Private Ltd
3. Clib SN - Perspectives of Indian Tourism in India
4. R.K. Malhotra, Tourism Marketing, Anmol Publications Pvt Ltd New Delhi.
5. R.K. Sinha Leisure Tourism, Dominant Publishers & Distributors, Delhi.
6. Dr. S. M. Jha , Tourism Marketing, Himalaya Publishing House, Mumbai.
7. Parveen Sethi Handbook of Leisure & Tourism, Anmol Publications Pvt Ltd, New Delhi.

Reference Books and Journal

1. Bukart A J -The Management of Tourism - William Heinemann Ltd, London
2. Butler R W - The Social Implications of Tourism Development ,
3. A.K.Bhatia Principles and Practices , Tourism Development , Sterling Publishers Private Ltd.

E- Materials

- www.shiksha.com › hospitality-travel › travel-tourism - chp alison.com › Business › Tourism and Hospitality Courses
- www.edx.org › learn › [tourism-management](http://www.edx.org/learn/tourism-management)

Journal Reference

- Indian Journal of Tourism and Hospitality Management Technology published by Kerala Institute of Tourism and Travel Studies (KITTS), Kerala
- AVAHAN: A Journal on Hospitality and Tourism published by Amrapali Institute

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S
CO4	S	S	S	S	S	S	S	S	M	S
CO5	S	S	S	S	S	S	S	S	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: III **Paper type: Skill based**
subjectPaper code: CSBA36 **Business Communication** **Credit: 2**

Total Hours per Week: 3 **Lecture Hours: 2** **Tutorial Hour: 1**

Course Objectives

1. To understand the concepts and basic functions of Communication.
2. To identify the various levels of organizational communication and its process.
3. To train the students draft effective business correspondence.
4. To draft effective business correspondence with clarity.
5. To have knowledge of the various traditional and modern equipment used for communication.

Course Outcome

1. After the study of Unit1, the student understands the concepts and basic functions of Communication.
2. After the study of Unit2, the student will be able distinguish among various levels of organizational communication and its process.
3. After the study of Unit3, the student will be trained in effective business writing.
4. After the study of Unit4, the student will draft effective business correspondence and reports.
5. After the study of Unit5, the student understands the various traditional and modern equipment used for communication.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 9**

Meaning and importance of Business Communication - Methods of Communication - Types of Communication - Communication Process - Objectives of Communication - Principles of Effective Communication.

UNIT- II**Teaching hours: 9**

Business letters - Structure of a letter - Qualities of a good business letter - Business enquiries - Offer and Quotations - Orders - Execution of orders - Cancellation of orders - Letters of Complaints - Collection letters.

UNIT– III**Teaching hours:9**

Circular Letters - Bank correspondence - Insurance correspondence - Letters to the Editor - Application for Situations.

UNIT– IV**Teaching hours:9**

Correspondence of a Company Secretary - Preparation of Agenda and Minutes - Annual Reports.

UNIT– V**Teaching hours:9**

Communication media - Telephone, Telex, Fax, Internet, E-Mail, Video Conferencing and Cell Phones.

Text Books

1. N.S. Raghunathan & B. Santhanam, Business Communication, Margham Publications
2. Sundar K- Business Communication, Vijay Nicole Imprints (P) Ltd.,
3. Rajendra Pal and Korlehalli - Essentials of Business Communication
4. Pillai and Bagawathi - Commercial correspondence and office management.
5. N.S. Pandurangan, B. Santhanam - Business Communication.
6. Lesikar, Flatley, Rentz, Lentz, Pande – Business Communication, Mc GrawHill ,New Delhi.
7. C.B.Gupta - Business Communication, Sultan Chand and Sons, New Delhi.
8. Jain Mukherji – Effective Business Communication, Mc GrawHill ,New Delhi.
9. Dr.N.Premavathi – Business Communication Correspondence, Sri Vishnu Publications, Chennai.
10. Chaturvedi- Business Communication. Pearson Education, New Delhi.

Reference Books

1. Ramesh M. S. Pattan Shetty - Effective Business English and Correspondence
2. Guffey - Essentials of Business Communication
3. Gart Side L. - Modern Business Correspondence.
4. Mazumder - Commercial Correspondence.
5. Lesikar & Pettit - Business Communication.
6. Sharma Mohan - Business Correspondence and Report writing.

7. Devaraj and Antonyamy K S - Executive Communication

E-Materials

- https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf
- <http://www.ddegjust.ac.in/studymaterial/mba/cp-105.pdf>
- <https://aqilkhans.files.wordpress.com/2011/10/business-communication.pdf>
- https://gurukpo.com/Content/BBA/Business_Communication.pdf
- <https://examupdates.in/mba-business-communication/>

Journal Reference

- International Journal of Marketing and Business Communication published by Publishing India Group, New Delhi

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S
CO4	S	S	S	S	S	S	S	S	M	S
CO5	S	S	S	S	S	S	S	S	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: III **Paper type: Non-major elective**
Paper code: CNBA37 **Management Concepts** **Credit: 2**

Total Hours per Week: 2 **Lecture Hours: 1** **Tutorial Hour: 1**

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Course Objectives

1. To understand the concepts of management related to Business.
2. To learn the roles, skills and functions of management.
3. To learn the application of the knowledge in solving organizational problems.
4. To develop optimal managerial skills in planning and decision making.
5. To acquire knowledge in Communication, Leadership, Controlling, Motivation and Delegation

Course Outcome

1. After the study of Unit1, the student understand the concepts of management learns the roles, skills and functions of management related to Business.
2. After the study of Unit2, the student develop optimal managerial skills in planning and in taking decisions
3. After the study of Unit3, the students develop knowledge to organize program.
4. After the study of Unit4, the student acquires in depth knowledge in Communication, Leadership, Controlling, Motivation and Delegation
5. After the study of Unit5, the student can control and coordinate.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 6**

Management - meaning and Definition - Importance - nature - scope of management process - Role and Functions of a Manager - levels of management - Taylor's contribution - Fayol's contribution - Elton Mayo's contribution - Systems approach - Contingency approach-

UNIT- II**Teaching hours: 6**

Planning - meaning and definition of planning - Nature of planning- Purpose of planning - Steps in planning process - Types of plans - Merits and Demerits of Planning - Objectives - nature of objectives - importance of objectives - functions of objectives - MBO - meaning and definition - nature of MBO - process of MBO - Advantages and disadvantages of MBO.

UNIT– III**Teaching hours: 6**

Organising - meaning and definition of organizing - nature and Purpose of organizing - organizational structure - types of Organisation structure - Line and Staff Organisation - Committee Organisation - Departmentation - Span of Control - meaning and definition of span of control - Delegation of Authority - difference between authority and power - types of authority - uses of authority - Centralization and Decentralization of Authority - elements of responsibility - differences between authority and responsibility.

UNIT- IV**Teaching hours: 6**

Directing - nature of directing - purpose of directing - Leadership - nature of leadership - importance of leadership - functions of leadership - qualities of effective leaders - styles of leadership - Motivation - nature of motivation - importance of motivation - theories of motivation - Communication - Process of Communication - principles of effective communication - Barriers of Communication.

UNIT- V**Teaching hours: 6**

Controlling - meaning and definition of controlling - nature of controlling - objectives of controlling - importance of controlling - Control process - technique of controlling - Co-ordination - Need of coordination - Principles of coordination - technique of coordination - requisites for excellent coordination - Approaches to achieve effective Co-ordination

Text Books

1. Sundar - Principles of Management - Vijay Nicole Private Limited
2. Dr.C.D. Balaji -Principles of Management -Margham Publications
3. J.R. Beulah Bharathi, & C. Arunachalam, Principles of Management, Thakur Publications Pvt Ltd
4. L.M.Prasad – Principles of Management, Sultan Chand and Sons, New Delhi.
5. R.N.Gupta –Principles of Management , S.Chand Publisher, New Delhi.
6. J.Jayashankar – Principles of Management, Margham Publications, Chennai.
7. Koontz, Weihrich, Aryasri- Principles of Management, Mc Graw Hill Education, New Delhi.
8. Tripathi, Reddy - Principles of Management, Mc Graw Hill, New Delhi.
9. Dinkar Phagare - Principles of Management, Sultan Chand and Sons, New Delhi.
10. Kumkum Mukherjee – Principles of Management, Mc Graw Hill, New Delhi.

Reference Books

1. L.M. Prasad - Principles and Practice of Management - Margham Publication.
2. R.N. Gupta - Principles of Management - S.Chand& Co.
3. Tripathi, Principles of Management, Mc Graw Hill.
4. Neeru Vasishth, Principles of Management, Bookchor.com
5. J.K. Mitra, Principles of Management, Oxford University Press.
6. Dipak Bhattacharya, Principles of Management Text & Cases.
7. Thomas, John, Management: Principles and Guidelines, Bookchor.com.

E-Materials

- www.managementstudyguide.com
- www.managementconcepts.com
- managementhelp.org
- www.edx.org › learn › management
- https://gurukpo.com/Content/MBA/Principles_and_Practices_of_Management.pdf
- https://www.tutorialspoint.com/management_principles/management_principles_tutorial.pdf

Journal Reference

- Vikalpa published by Indian Institute of Management, Ahmedabad
- Decision published by Indian Institute of Management Calcutta
- Management Matters: LIBA's Journal of Management published by Loyola Institute of Business Administration (LIBA), Chennai

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S
CO4	S	S	S	S	S	S	S	S	M	S
CO5	S	S	S	S	S	S	S	S	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong, M – Medium, L – Low

SEMESTER IV

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115 BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: IV

Paper type: Core Theory

Paper

code: CBA41 Organizational Behaviour Credit: 4

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

Course Objectives

1. To understand the significance of Organizational Behavior.
2. To learn the dynamics of groups in the organization.
3. To understand the importance of leadership and motivation in organizations
4. To know how organizational culture, organizational climate and conflicts influence the functioning of an organization
5. To know the importance of management of change in organizations.

Course Outcome

1. After the study of Unit- 1, student will be able to know the importance of organizational behavior.
2. After the study of Unit- 2, student will be able to know the dynamics of groups in organizations.
3. After the study of Unit- 3, student will be able to understand the leadership concept.
4. After the study of Unit- 4, student will be able to understand the significance of organizational culture in functioning an organization.
5. After the study of Unit- 5, student will be able to learn concept of change and its significance in organizations

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	Yes	Yes	Yes
2	Yes	Yes	Yes	Yes	Yes	Yes
3	Yes	Yes	Yes	Yes	Yes	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

UNIT– I**Teaching Hours: 15**

Organizational behavior - meaning - Nature - importance - Role - historical development of organizational behavior - organization as a social system - socio-technical system - open system - factors influencing organizational behavior - environmental factors - constraints over organization and managerial performance.

UNIT– II**Teaching Hours: 15**

Meaning of group and group dynamics - reasons for the formation of groups - characteristics of groups - theories of group dynamics - types of groups in organization - group cohesiveness - factors influencing group cohesiveness - group decision making process - small group behavior.

UNIT– III**Teaching Hours: 15**

Leadership concept - characteristics - leadership theories - leadership styles - managerial grid - leadership continuum - leadership effectiveness. Motivation - concept and importance - motivators - financial and Non-financial - theories of motivation. Morale - Meaning - Characteristics - Determinants of Morale.

UNIT– IV**Teaching Hours: 15**

Organizational culture - Definition - Determinants of Organizational culture - Characteristics - Types - Functions. Organisational Climate - Definition - Determinants of Organisational Climate - Distinction between Organisational Culture and Organisational Climate. Organisational Effectiveness - Definition - factors influencing Organisational Effectiveness - Approaches to Organisational Effectiveness. Organisational Conflict - Definition - Features - Sources of Conflict - Different stages of conflict - Measures to stimulate conflicts.

UNIT– V**Teaching Hours: 15**

Management of change: meaning - importance - resistance to change - causes - dealing with resistance to change - concepts of social change and organizational causes - factors contributing to organizational change - organizational development - meaning and process.

Text books

1. Dr. C.D. Balaji - Organisational Behaviour - Margham Publications, Chennai.
2. J. Jayasankar - Organizational Behavior, Margham Publications, Chennai.
3. Aswathappa. K. - Organizational Behavior - HPH, Bombay.
4. K.Sundar and J.Srinivasan - Elements of Organisational Behaviour - Vijay Nicole Imprints Private Limited, Chennai.
5. S.S. Khanka - Organizational Behavior. S.Chand, New Delhi.
6. Dr.P.K.Ghosh, Partho Ghosh - Organisation Behaviour - Laxmi publications Pvt. Ltd.
7. Richard L Hughes, Robert , Gordon – Leadership Enhancing the Lessons of Experience, Tata Mc Graw Hill, New Delhi.
8. Stephen Robbins and Timothy Judge, Essentials of Organizational Behavior.

9. Amy C. Edmondson -The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth
10. Lee G. Bolman and Terrence E. Deal-Reframing Organizations: Artistry, Choice, and Leadership

Reference Books

1. Sekaran, Uma - Organizational Behavior-text & cases - Tata McGraw Hill Pub Ltd., New Delhi, 1989.
2. Robbins, P.Stephen - Organizational Behavior-Concepts, Controversies & Applications - Prentice Hall of India Ltd., New Delhi, 1988.
3. Luthans Fred - Organizational Behavior - McGraw Hill Publishers Co. Ltd., New Delhi.
4. Rao, VSP and Narayana, P.S. - Organization Theory & Behavior - Konark Publishers Pvt. Ltd., Delhi, 1987.
5. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi.
6. Stephen P Robbins and Timothy A Judge, Neharihe Vohra - Organizational Behavior, Pearson Prentice Hall New Delhi.
7. Organizational Behavior: Human Behavior at Work by John Newstrom
8. Managing Organizational Behavior: What Great Managers Know and Do by Timothy Baldwin, Bill Bommer, and Robert Rubin

Course Material: website links, e-Books and e-journals

- <https://lecturenotes.in/subject/55/organizational-behaviour-ob>
- <https://examupdates.in/mba-organizational-behaviour-notes/>
- http://www.tmv.edu.in/pdf/Distance_education/BCA%20Books/BCA%20VI%20SEM/BCA-629%20OB.pdf
- https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_tutorial.pdf
- https://www.researchgate.net/publication/307855834_Organisational_Behaviour_Text_Cases

Journal Reference

- Journal of Organization and Human Behaviour published by Publishing India Group

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	M	S	S	S
CO2	S	S	S	M	M	M	M	M	S	S
CO3	S	S	S	S	S	S	S	S	S	S
CO4	S	S	S	S	S	S	S	S	S	S
CO5	S	S	S	S	S	S	S	S	S	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: IV

Paper type: Core Theory

Paper code: CBA42 Taxation Credit: 4

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To acquaint the students with basic principles of underlying provisions of direct and indirect laws
2. To develop a broad understanding of tax laws and accepted tax practices.
3. To enable students to appreciate the wider economic, social, administrative compliance and political context within which taxes are imposed.
4. To instil an awareness on students that taxes can and often do to constitute significant cost to business and households and therefore can have a major impact in economic and other decision making.
5. To provide specialised and updated knowledge in the area of GST in a systematic manner enhancing analytical and problem solving skills for decision making.

Course Outcomes

1. After the study of Unit-1 student will be able to understand the concept of indirect tax and to know current taxation structure prevailing in India.
2. After the study of Unit-2 student will be able to understand the concepts of central sales taxes in India and to know the categories of collection taxes and offence and penalties for not paying sales taxes.
3. After the study of Unit-3 student will be able to understand the concepts of custom duties
4. After the study of Unit-4 student will be able to understand the Authorities of customs and excise officers
5. After the study of Unit-5 student will be able to understand the concept of goods and service tax

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	Yes	Yes	Yes
2	Yes	Yes	Yes	Yes	Yes	Yes
3	Yes	Yes	Yes	Yes	Yes	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

UNIT- I**Teaching hours: 15**

Introduction about Indirect Tax - Constitutional Validity of Indirect Tax Laws- Indirect Tax Structure in India - Canons of Taxation - Difference Between Direct and Indirect Taxation - Merits and Demerits.

UNIT- II**Teaching hours: 15**

The Central Excise Act, 1944 - Definitions of various terms relating to the Central Excise Act. - Categories of Central Excise Duties - Levy and Collection of Excise Duty - Offences and Penalties - Adjudication of Confiscation and Penalties - Administrative Set up of Excise Department

UNIT- III**Teaching hours: 15**

Customs Duties - Definitions - Goods - Imported goods - Export goods - Levy of Customs duty - Exemptions from customs Duty - Prohibitions on importation and exportation of goods - Baggage Rules.

UNIT- IV**Teaching hours: 15**

Authorities of Customs - Appointment of officers of customs - Appointment of Customs Ports, Airports - Refund of Customs Duty and Excise Authorities Powers - Imposition of Fines and Penalties.

UNIT- V**Teaching hours: 15**

Goods and Services Tax (GST) - introduction - GST Need for GST in India - Salient Features - Objectives - Advantages and disadvantages - SGST and CGST - VAT and GST: A Comparison

Text Books

1. Dinkar Pagare, Business Taxation, Sultan Chand & Sons, New Delhi.
2. Balachandran V, Indirect Taxation, Sultan Chand & Sons, New Delhi
3. Govindan M.S, Indirect Taxes Made Easy, Sitaraman & Co, Chennai.
4. Datey V.S, Indirect Taxes, Taxman Publications, New Delhi.
5. Jayakumar.A, Indirect taxes, Learntech Press, Trichy.
6. T.S.Reddy, Y.HariPrasad, Business Taxation, Margham Publications, Chennai.
7. Dr. H.C. Mehrotra, Prof. V.P.Agarwal, Good and Service Tax, Sahitya Bhawan Publications.
8. Dr.Hariharan, Income Tax, Vijay Nicole Publications, Chennai.
9. Johnson, Linda.M Essentials of Federal Income Taxation for individuals and Business, Cch Inc.
10. Arun Kumar Chandak, Vinay Malani, Puri 's Taxes in India, Agarwal Law House, New Delhi.

References Books

1. Basic Concepts and Features of Good and Service Tax In India' Girish Garg, International Journal of scientific research and management (IJSRM) ||Volume||2||Issue||2||Pages||542- 549||2014||

2. A Primer on Goods and Services Tax in India, published by Centre for Budget and Governance Accountability, 2011
3. Goods And Service Tax - An Introductory Study, CA. Sudhir Halakhandi, April 2007 The Chartered Accountant p. 1595-1601
4. Indirect Tax: Materials and modules drawn by Institute of Chartered Accountants of India
5. K Vaitheeswaran, Students Handbook on Indirect Taxes, Snow White Publications Pvt. Ltd.
6. For Indirect taxes by Institute of Company Secretaries of India.
7. P. Verra Reddy, Central Excise Manual (Law and Procedure), Asia Law House
8. Mukhopadhyay, Essays on Indirect Taxation, Manupatra Information Solutions Pvt Ltd. V S Datey, Student's Guide to Service Tax and VAT, Taxman Allied Services Pvt. Ltd. Books in India.
9. V. Nagaragan, Indirect Taxes, Asia Law House
10. G.Sekar, Professional Guide to Tax Audit, Agarwal Law House, Delhi.

E-Materials

- www.cbec.gov.in
- www.icaai.org
- www.taxlawsonline.com
- www.taxguru.com
- www.tax4india.com/vat/vat.html
- www.india.gov.in/citizen/salestax.php
- www.indiataxes.com
- www.indialawnews.com

Journal Reference

- Vision: Journal of Indian Taxation published by Journal Press India

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	M	S	S	S
CO2	S	S	S	M	M	M	M	M	S	S
CO3	S	S	S	S	S	S	S	S	S	S
CO4	S	S	S	S	S	S	S	S	S	S
CO5	S	S	S	S	S	S	S	S	S	S

PO – Programme Outcome, CO – Course outcome
 S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: IV

Paper type: Core Theory

Paper code: CBA43 Management Accounting

Credit: 4

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To familiarize the students with basic management accounting concept and gain knowledge in marginal costing.
2. To apply the financial perspective of accounting for cost. Identify problems associated with relying on financial accounting information for internal decision making.
3. To organize cost information according to the decision-making needs of the organization.
4. To know the meaning of marginal costing techniques for decision making process.
5. To know the distinction between cash flow and fund flow statement, finally to know the method for preparing the cash flow statement.

Course Outcome

1. After the study of Unit- 1, students will acquire the basic knowledge required for application of tools for decision making.
2. After the study of Unit- 2, students can describe the fundamental concepts of ratio analysis and uses of ratios.
3. After the study of Unit- 3, students will be able to know the budgets and budgetary control and prepare the budgets.
4. After the study of Unit- 4, student is able to know the concept of fund flow management and its objectives. To know the various method to find out the profit and to select the projects.
5. After the study of Unit- 5, the student is able to know the meaning of cash flow statement and its significance.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	Yes	Yes	Yes
2	Yes	Yes	Yes	Yes	Yes	Yes
3	Yes	Yes	Yes	Yes	Yes	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

UNIT– I**Teaching hours: 15**

Management Accounting - Definition - Objectives and functions - Advantages and limitations - Distinction between Financial Accounting and Management Accounting - Meaning of Financial statements - Tools of Financial Statement Analysis - Comparative Financial Statements - Common Size Financial Statements - Trend Percentages.

UNIT– II**Teaching hours: 15**

Ratio Analysis: Meaning - Definition - Significance - Limitations - Classification - Liquidity Ratios (Short Term Solvency Ratios) and Long term Solvency Ratios.

UNIT– III**Teaching hours: 15**

Budget and Budgetary Control - Objectives - uses - limitations - preparation of production, sales, purchase, cash and flexible budget.

UNIT- IV**Teaching hours: 15**

Fund Flow Analysis: Meaning - Definition - Uses of Fund Flow Statement - Limitations of Fund Flow Statement - Preparation of Fund Flow Statement - marginal costing - definition - advantages and disadvantages - marginal cost statement - contribution - cost - volume profit analysis - P/V ratio - BEP - margin of safety.

UNIT- V**Teaching hours: 15**

Cash flow Analysis: Meaning - Definition - Uses of Cash Flow Statement - Limitations of Cash Flow statement - Distinction between Fund Flow Statement and Cash Flow Statement - Preparation of Cash Flow Statement.

(Weightage of Marks: Problems - 80%, Theory - 20%)

Text Books

1. T.S. Reddy & Hari Prasad Reddy - Management Accounting - Margham Publications, Chennai.
2. Murthy A and Gurusamy S - Management Accounting :Theory and Practice - Vijay Nicole Imprints Private Limited, Chennai.
3. Manmohan & Goyal - Management Accounting - Saithya Bhavan, Agra.
4. R.S. Pillai & Bhagavathi - Management Accounting - S. Chand & Co. Ltd, New Delhi.
5. S.N. Maheswari - Management Accounting - Sultan Chand & Sons, New Delhi.

Reference Books

1. S.P. Gupta - Management Accounting - Sultan Chand & Sons, New Delhi.
2. S.P. Jain and Narang - Cost Accounting - Kalyani Publishers, New Delhi.

E-Materials

- http://ebooks.lpude.in/commerce/mcom/term_1/DCOM302_DCOM403_MANAGEMENT_ACCOUNTING.pdf
- http://www.pondiuni.edu.in/storage/dde/downloads/finiii_ma.pdf
- <http://www.gbv.de/dms/zbw/613659759.pdf>
- http://164.100.133.129:81/econtent/Uploads/Management_&_Financial_Accounting.pdf

Journal Reference

- Mudra: Journal of Finance and Accounting published by Diva Enterprises Ltd, New Delhi

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	M	S	S	S
CO2	S	S	S	M	M	M	M	M	S	S
CO3	S	S	S	S	S	S	S	S	S	S
CO4	S	S	S	S	S	S	S	S	S	S
CO5	S	S	S	S	S	S	S	S	S	S

PO – Programme Outcome, CO – Course outcome
S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: IV

Paper type: Core Theory

Paper code: CBA44 Operation Research Credit: 4

Total Hours per Week: 4

Lecture Hours: 3

Tutorial Hour: 1

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Course Objectives

1. To familiarize students with the basic concepts in Operation Research
2. To make students understands various tools and techniques like LPP Transportation.
3. To know principles of construction of mathematical models situations and Mathematical analysis methods of operation research
4. To be able to choose rational options in practical decision making problems using standard mathematical models of operations research
5. To have skills in analysis of operations research objectives mathematical methods.

Course Outcomes

1. After studied unit-1, the student will be able to Identify and develop operation research models from the verbal description of the real system
2. After studied unit-2, the student will be able to knowledge and understanding the characteristics
3. After studied unit-3, the student will be able to Understand the mathematical tools that are needed to solve optimization problems
4. After studied unit-4, the student will be able Use mathematical tools to solve the proposed model
5. After studied unit-5, the student will be able develop the report that describes the and the solving and techniques, analysis the result an propose recommendations.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

Unit-I**Teaching Hours: 12**

Operation Research - origin - Definition - Various model and Modeling - Application and Scope - Merits and demerits. Linear Programming Characteristics - Formulation Graphical Method. Solution to Graphical method Alternative method of solving LPP - (Simple Problems).

Unit-II**Teaching Hours: 12**

Assignment Problems - Definition, Type of assignment problems, formulation and solutions Assignment Problems. Transportation model Introduction, Definition, Types of transportation problem, methods to solve transportation problem - Degeneracy - Methods of finding initial Basic Feasible Solution - Simple Problems.

Unit-III**Teaching Hours: 12**

Game Theory - Introduction, terminologies of game theory, game with mixed and pure strategies, Values of Game - Optimum Strategy - with Saddle Point, without saddle point - dominance property (rule), graphical method of solving game.

Unit-IV**Teaching Hours: 12**

Sequencing - Introduction, sequencing problems, processing n jobs to two machines, processing n jobs to three machines, processing two jobs through m machine, processing n jobs through m machine. Replacement models - Introduction, individual replacement policy, group replacement policy, miscellaneous replacement problems (basic problems).

Unit-V**Teaching Hours: 12**

Networking - Introduction, critical path method (CPM), Problem Evaluation and Review Technique (PERT), Construction of network diagram - Slack critical path, basic difference PERT and CPM (basic problems)

Proportion of Theory and Problem: 30:70**Text books**

1. Dr. P.R. Vittal Operations research - Margham Publications, Chennai.
2. Gurusamy S - Elements of operation Research - Vijay Nochole Imprints (P) Ltd.
3. Prem kumar Gupta & D.S.Hira, Operations research - S. Chand & Company, New Delhi.
4. R. Panerselvam, Operations research - PHI Learning Pvt. Ltd.
5. J.K. Sharma, Operations research - Laxmi Publications Pvt.Ltd.
6. Dr. P.R. Vittal & V.Malini - Operations research - Margham Publications-Chennai-2017
7. Er Prem Kumar Gupta & Dr.D.S.Hira, Problems in Operation Research, S.Chand & Company Limited, New Delhi -2020
8. Prof.V.Sundaresan, Prof.K.S.Ganapathy Subramanian & K.Ganesan Resource Management Techniques, AR Publication,Chennai 2007
9. N.Ramanathan , Operations Research ,Vijay Nicole Imprints Pvt. Ltd, Chennai ,2008
10. Frederick S.Hillier, Gerald J.Leeberman, Bodhibrata Nag, Preefam Basu,Introduction to Operation Research, MC Graw hill Education Pvt. Ltd, 9th Edition ,2013

Reference Books

1. Hamdy A.Taha, Operations Research, Prentice Hall of India, New Delhi, 2007.
2. KantiSwarup, P.K.Gupta, Manmohan, Operations Research, Sultan Chand & Sons, New Delhi, 2008.
3. Sasieni, Arthur Yaspan, Lawrence Friedman, Operations Research Methods and Problems, Wiley International Edition, 1959.
4. S.D. Sharma, Operations Research, Kedarnath Ram Nath & Co Publishers, 15th Edition 2007.
5. Gurusamy S - Operations Research - Vijay Nichole Imprints (P) Ltd.
6. Prof. A. Chandasekaran , B.Kalpna, A Text book of Operations Research , Dhanam Publications , 1st Edition,2016
7. J.K.Sharma, Operations Research Theory And Applications , Macmillan Publisher India Limited, New Delhi,2009,4th Edition
8. Dr.S.P.Gupta, Dr.P.K.Gupta & Dr.Manmohan,Business Statistics and Operations Research,Sultan Chand and Sons , New Delhi,2007
9. S.P.Rajagopalan & R.Sattanatha, Business Statistics and Operations Research 3rd Edition,Vijay Nicole Imprints Pvt Ltd -2014.
10. Dr. P.R. Vittal Business Statistics & Operations Research ,Margham Publications,Chennai ,2013

E- Materials

- file:///C:/Users/Welcome%20Friend/Downloads/14b14198b6e26157b7eba06b390ab763-original.pdf
- <https://examupdates.in/operation-research-notes/>
- <https://easyengineering.net/operations-research-p-ramamurthy/>
- <https://examupdates.in/operation-research-notes/>

Journal Reference

- International Journal of Industrial and Operations Research published by Vibgyor Publishers

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	S	S	M	S	S	S
CO2	M	S	S	S	M	S	M	M	M	S
CO3	S	M	S	M	S	M	S	S	M	S
CO4	M	S	S	S	M	M	M	M	M	M
CO5	S	M	S	M	S	S	S	S	S	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: IV

Paper type: Allied-2

Paper code:

CABA45A A. Retail Management Credit: 5

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives

1. To illustrate the functions of retailers and to explain the significance of retails as an industry.
2. To know the steps involved in choosing a location for retail stores.
3. To understand the concept of retail marketing mix.
4. To know the concept of retail pricing and factors affecting it.
5. To analyze the key concepts of retails supply chain management

Course Outcomes

1. After the study of Unit1, the student will understand the concepts and functions of retailer.
2. After the study of Unit2, the student will gain knowledge about retail property development in India.
3. After the study of Unit3, the student will apply the technology tool that aid merchandise planning.
4. After the study of Unit4, the student will be able to determine retails pricing strategies.
5. After the study of Unit5, the student will be able to identify the opportunities offered in retail as a career.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	Yes	Yes	Yes
2	Yes	Yes	Yes	Yes	Yes	Yes
3	Yes	Yes	Yes	Yes	Yes	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

Unit-1**Teaching Hours: 18**

Definition and scope of retailing - significance - prospects of retailing in India - types of Retailers - characteristics - functions - types of ownership - Franchising

Unit-2**Teaching Hours: 18**

Location - importance - levels - Determining factors - site selection - factors affecting the demand - store layout - objectives - space planning

Unit-3**Teaching Hours: 18**

Buying system - objectives - inventory management - budget plan- branding strategies - sourcing decision - connecting with vendors - negotiating - maintaining relationship with vendors.

Unit-4**Teaching Hours: 18**

Pricing strategies - objectives - methods - pricing - approaches for setting prices - external factors influencing pricing

Unit-5**Teaching Hours: 18**

Retail automation and supply chain management - integrated supply chain - retail technology - vending - online retailing

Text books

1. Gibson G. Vedamani - Retail Management 4th Edition Jaico Publication
2. Swapna Pradhan - Retailing Management 4th Edition Tata Mc Graw Hill Education Pvt Ltd
3. Boom Halpeth, Veena Prasad - Retail Management Himalaya Publishing House -
4. Kuldeep Singh-Retail Management in New Dimension, Global Academic Publishers and distributors.
5. Chandrasekar.S, Manjunath.S-Vikas Retail Management- Publishing House Pvt Ltd and Jain Group of Institutions (JGI)
6. Pradhan, 5th edition, Retailing Management- Mc Graw Hill, New Delhi.
7. Barry Berman, Retail Management a Strategic Approach Pearson Education , 13th Edition.
8. Gibson- Retail management , Pearson Education, 5th Edition.
9. Dr. Anand Thakur, Retail management, Lovely Professional University.
10. SIA Retail Marketing – SIA Publishers and Distributor Pvt Ltd.

Reference Books

1. Barry Berman, Joel E Evans, Ritu Shrivastava, Retail Management-A Strategic Approach Thirteenth Edition-By Pearson, 2017.
2. Michael Levy, Barton Weitz and Dhruv Grewal, Retailing Management- Hardback ISBN13: 978-0078028991 9th Edition

3. U.C. Mathur ,Retail Management: Text and Cases , ISBN: 9789389307436, International Publishing House Pvt Ltd.
4. Joel Evans & Barry R. Berman, Retail Management, Global Edition Pearson Education.
5. Patrick M. Dunne , Retailing- - ISBN13: 978-1133953807- 8th Edition
6. Barry Berman , Retail Management- - ISBN13: 978-0132720823 -12th Edition
7. Michael Levy and Barton A. Weitz, Retailing Management--ISBN13: 978-0073381046- 7th Edition
8. Prof.(Col). Sameer Misra, Retail Inventory Management-- ISBN: 9789355152930 Edition: 1
9. Jha Madhukant Retail Management- - Gen Next Publications -ISBN: 9789380222141, 9380222149 Edition: 01, 2009
10. James Topps, Glenn Taylor –Kogan, Managing the Retail Supply Chain: Merchandising Strategies that Increase Sales and Improve Profitability –Page; 1st edition (3 January 2018)ISBN-13 : 978-0749480622.

Course Material: website links

- <https://www.wileyindia.com/retail-management-text-and-cases.html>
- https://books.google.co.in/books/about/RETAILING_MANAGEMENT_TEXT_CASE_S.html?id=nxwE_n1z0NQC&redir_esc=y
- <https://www.sapnaonline.com/books/retail-management-text-cases-sk-baral-8174734449-9788174734440>
- http://www.crectirupati.com/sites/default/files/lecture_notes/Retail%20Management.pdf
- http://newhorizonindia.edu/nhc_kasturinagar/wp-content/uploads/2018/01/VI-SEM-BBA-Retaail-Mgt.-notes.pdf

Journal Reference

- ELK Journal of Marketing & Retail Management published by ELK Education Consultants Pvt. Ltd., Ghaziabad
- Supply Chain Pulse published by ITM Business School Navi Mumbai

Mapping with Programme Outcomes

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M	S	S	S	S	S	S
CO2	S	S	M	S	M	M	S	S	M	S
CO3	S	M	S	S	M	M	M	M	M	S
CO4	S	S	S	S	M	S	S	S	M	M
CO5	S	M	S	S	S	S	S	S	M	M

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

UNIT- I**Teaching Hours: 18**

Project - Meaning - Definition - Project Management - Meaning - Definition - Characteristics - Process - Benefit - Project Life Cycle - Classification - Scope and Significance - System Approach - Project Manager - Skills, Role and Responsibilities

UNIT– II**Teaching Hours: 18**

Project Analysis - Market and Demand Analysis - Feasibility Analysis - Technical Analysis - Financial Analysis - Break-Even Analysis - Profitability Analysis - Risk Analysis - Social Analysis - Benefit Analysis

UNIT– III**Teaching Hours: 18**

Project Planning and Organisation - Development of Project Organisation - Forms of Project Organisation - Planning the project Organisation - Structure - Modular Approach to Project Management - Effective and Ineffective Project Management.

UNIT– IV**Teaching Hours: 18**

Project Finance - Sources - Institutional Finance to Entrepreneurs - Financial Institutions - working Capital Management - Incentives and Subsidies.

UNIT– V**Teaching Hours: 18**

Project Evaluation - Techniques for Project Evaluation and Review - Project Control - Performance Control - Cost Control - Control during stages of Project.

Text Books

1. P.Saranavel - Project Management - Margham Publications, Chennai
2. Vasant Desai - Project Management - Himalaya Publishing House, Mumbai.
3. V.C. Sontakki - Project Management - Himalaya Publishing House, Mumbai
4. Choudhary, Project Management - - Tata McGraw Hill Publications.
5. Pradeep Pai, Project Management — Pearson Education.
6. Beena Agarwal, Shyam .K. Agarwal. Project Management
7. K. Nagarajan, Project Management, New Age international Pvt Ltd.
8. Pradeep Pai, Project Management, Pearson Education.
9. Kalpesk Ashar, Project Management, Essential, Vibrant publishers
10. Meredith , Project Management , Wiley Publishers.

Reference Books

1. Clifford F Gray - Project Management: The Managerial Process (Special Indian Edit.), Oregon State University.
2. Harvey Maylor -Project Management
3. Project Management - Harold Kerzner - Wiley; 1st edition
4. Brilliant Project Management – Stephen Barker, Rob Cole, Pearson Education Limited.

E- Materials

- <https://www.studocu.com/in/document/guru-gobind-singh-indraprastha-university/bachelors-of-business-administration/lecture-notes/project-management-notes/3321296/view>
- <http://rccmindore.com/wp-content/uploads/2015/06/Project-Management-1.pdf>
- Http://ebooks.lpude.in/management/bba/term_5/DMGT302_Fundamentals_of_Project_Management.pdf
- <https://www.bachelorsportal.com/studies/220929/business-administration-project-management.html>

Journal Reference

- International Journal of Project Management published by Science Direct

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	M	S	S	M	M	M
CO2	S	M	S	M	S	M	S	S	M	M
CO3	M	M	S	S	S	M	S	M	S	S
CO4	S	M	M	S	S	M	S	S	S	S
CO5	S	M	M	S	S	S	S	M	S	S

PO – Programme Outcome, CO – Course outcome

S – Strong, M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: IV

Paper type: Allied-2

Paper code:

CABA45C C. Hotel Management Credit: 5

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives

1. To provide students with a detailed knowledge on the origin, history and operations of the hospitality industry.
2. To make students to understand the various departments that are operating in the hotels
3. To make students familiar about various job positions, duties and responsibilities of staffs
4. To familiarize students about various equipment's, machineries software applications that are existing in the hotel industries
5. To provide insight into hotel products, guest needs, pricing, marketing, promotion, overall Control.
6. To make students to understand about licensing laws, governments regulations, food and Beverage dispensing rules and procedures

Course Outcomes

1. After the completion of the Unit1, students will be able to understand the historical background of hospitality industry.
2. After completion of the Unit2, students will be able to understand the Major and the minor departments in the hotels
3. At the end of the Unit3 students shall be able to understand the different types of guests and their needs
4. At the end of the Unit4 the students will be able to get acquainted with the underlining principles and concepts of marketing and their relevance in hospitality industry
5. After the completion of the Unit5 students shall be able to understand the licensing laws and regulations of the hospitality industries

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

Unit-I**Teaching Hours: 18**

Hotel industry - introduction and evolution - classification of hotels - types of accommodation - intermediary accommodation, grouping of accommodation – Development of Hotel Industry in India - industry define - early history of hotel industry - Hotel Industry vs. Tourism Industry.

UNIT– II**Teaching Hours: 18**

Characteristics of hotels - Major and minor departments in the hotels and its activities. Duties and responsibilities of various department staffs - Major and minor equipment's and tools in various departments, its usage and operations

UNIT– III**Teaching Hours: 18**

Types of hotel guests and their needs - Selection of hotel-Room rates - Hotel brochures and tariffs - Property Management systems - Reservation Management system – Revenue Management system - Guest account Management system - General Management system – Back office and system

UNIT– IV**Teaching Hours: 18**

Marketing functions at its relevance to Hotel Industry - Model of consumer market – Personal characteristics affecting consumer behaviour - Buyers decision process - Defining Customer Value and Satisfaction - Relationship Marketing - Retaining Customers - sales - purchasing - storage system - industry levels - ordering levels - costing - recipe costing - menu pricing - hotel security.

UNIT– V**Teaching Hours: 18**

License - permission from authorities - Labor Department - City corporations - police – State Exercise - Department of Tourism - ESI - food and beverage service - problems and prospects of Hotel Industry.

Text Books

1. Sudhir Andrews, Hotel Front Office Training Manual.
2. Sudhir Andrews, Hotel Food and Beverage Service Training Manual
3. Sudhir Andrews, Hotel House Keeping Training Manual
4. J M S Negi – S.Chand, Professional Hotel Management, New Delhi.
5. Jatashankar R.Tewari, Hotel Front Office- Operation and Management - Oxford University Press India 2016, Mumbai
6. Branson & Lennox, Hotel Housekeeping Management.
7. Jagmohan Negi, Gaurav Manohar- Hospitality Management Current Trends and Practices- University Science Press Laxmi Publications, New Delhi.
8. R.K. Malhotra- Encyclopedia of Hotel Management and Tourism Services- Tourism Marketing, Anmol Publications Pvt.Ltd, New Delhi.
9. Karma, Krishnan.K, Robert, Cmill, S.Kaushal- Hospitality Operation Management, Wheeler Publishing, New Delhi.

10. Kumar, H.L. Personnel Management in Hotel, Catering Industry, Metropolitan, New Delhi

Reference Books and Journal

1. 1. James A. Bardi, Hotel Front Office Management- Wiley
2. Thangam -E-Philip- Modern Cookery Vol 1, 2, Catering Management-Vijay Dhawan
3. Dennis.R.Lillicrap & John A Cousins Food and Beverage Service
4. Sudhir Andrews, Front Office Management Operations, Mc Graw Hill Education.
5. Philip Kotler et.al - Marketing for Hospitality and Tourism, Prentice Hall, 2003, New Delhi.
6. Derek Taylor - Hospitality Sales; Promotion Strategies for Success, Reed Educational Professional Publishing Ltd., 2001
7. Cooper et. al - Tourism; Principles and Practice, Prentice Hall, 1998, New Delhi.
8. Bill Marvin - Guest Based Marketing - How to increase restaurant sales without breaking your budget, John Wiley; Sons, 1997
9. Lea R. Dopson et al.(2008). Food And Beverage Cost Control. John Wiley & Sons, Inc., Hoboken, New Jersey

E- Materials

- https://www.academia.edu/1408229/Hotel_management_and_operations
- https://www.boeken.com/file/ebooksample/9789001878917_h1.pdf
- <https://www.university.youth4work.com/study-material/hotel-management-lecture>

Journal Reference

- Indian Journal of Hospitality Management

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	S	M	S	S	M	S
CO2	M	M	M	M	S	M	M	S	M	M
CO3	S	M	S	S	S	M	S	S	M	S
CO4	M	M	M	M	S	M	M	S	M	M
CO5	S	M	S	S	S	M	S	S	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong, M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: IV

Paper type: Non major elective

Paper code: CNBA47

Training and Development Credit: 2

Total Hours per Week: 2

Lecture Hours: 1

Tutorial Hour: 1

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Course Objectives

1. To know an in-depth understanding of the role of training.
2. To know the methods of training.
3. To understand the concepts of career development .
4. To know the important concepts used in management development and process and MD programme.
5. To know the institutions offering training programme in India.

Course out Comes (five outcomes for each units should be mentioned)

1. After the study of unit-1, the student will know the basic concepts of training, identify training needs and functions of training department.
2. After the study of unit-2, the student will know the various on-the-job and off the job techniques of training.
3. After the study of unit-3, the student will have a clear picture about career planning and development.
4. After the study of unit-4, the student understands the different techniques of management development programme.
5. After the study of unit-5, the student will know the information about the different management training institutes in India.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

Unit-1**Teaching Hours: 6**

Concepts of Training and development - Identifying Training Needs - Structure and Functions of Training Department - Evaluation of Training Programme - Role, Responsibilities and Challenges to Training Managers

Unit-2**Teaching Hours: 6**

Techniques of on the job training - Coaching - Apprenticeship - Job Rotation - Job Instruction Training - Training by Supervisors - Techniques of off the job Training, Lecturers, Conferences, Group Discussion.

Unit-3**Teaching Hours: 6**

Concept of Career - Career Stages - Career Planning - Need - Importance - Steps in Career Planning - Career Development - Characteristics - Need - Methods of Career Planning and Development.

Unit-4**Teaching Hours: 6**

Management Development - Meaning - Definition - Need and importance of Management Development - Characteristics - Levels - Management Development Process and Components of MD Programme.

Unit-5**Teaching Hours: 6**

Need for Training in India - Government Policy on Training - Training Institutes in India - Management Development Institute.

Text books

1. Thirumaran D, V.Santhosh - Training and Development, Thakur Publishers Chennai.
2. Employee Training and Development (SIE) | 7th Edition
3. Blanchard, P. Nick & Thacker, W.James., Effective Training,. Prentice-Hall India, 3rd Edition, 2004.
4. Goldstein, I and Ford J.K, Training in Organizations,. Cengage Learning. 2007, Fourth edition.
5. Lynton, R.P. and Pareek, U, Training for Development.
6. Noe, A, Raymond. & Kodwani, A, Employee Training and Development, The McGrawHill Companies,.
7. Rishipal Training and Development Methods- S.Chand and Sons Publishers-New Delhi.
8. Janakiram- Training and Development-Biztantra Publishers-New Delhi.
9. Pandu G. Naik, Training & Development Text and Cases, Excel Books
10. Elaine Biech, Training & Development for Dummies.

Reference Books

1. Lalitha Balakrishnan & Gowri Ramachandran - Training & Development - Vijay Nicole Imprints Pvt. Ltd.

2. Rao PL: HRD through In-House Training, New Delhi, Vikas Publishing House (P) Ltd.,
3. Reid M.A.: Training Interventions: managing Employee Development London, IPM, 3rd ed., 1992.
4. Aggarwala, D.V., Manpower Planning, Selection, Training and Development, New Delhi, Deep & Deep Publications (P) Ltd., 1999.

Course Material: website links, e-Books and e-journals

- <https://www.mbaskool.com/business-concepts/human-resources-hr-terms/8685-training-and-development.html>
- <https://businessjargons.com/training-and-development.html>
- <https://corporatefinanceinstitute.com/resources/careers/soft-skills/employee-training-and-development/>
- http://ebooks.lpude.in/management/mba/term_4/DMGT518_TRAINING_AND_DEVELOPMENT_SYSTEM.pdf
- <http://www.pondiuni.edu.in/sites/default/files/training-development-260214.pdf>
- <https://www2.le.ac.uk/projects/oer/oers/psychology/oers/Training%20and%20Development%20Introduction%20and%20Overview/Training%20and%20Development%20Introduction%20and%20Over>

Journal Reference

- ASTI Journal of Training and Development published by Association of State Training Institutions in India ,HCM Rajasthan State Institute of Public Administration, Jaipur

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

SEMESTER V

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: V

Paper type: Core Theory

Paper code: CBA51 Marketing Management

Credit: 4

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

Course Objectives

1. To enable the students to understand the fundamentals of marketing and formulate marketing plan including marketing objectives, marketing mix, and marketing environment.
2. To impart the students information about consumer behavior to inform marketing strategy and tactics.
3. To determine the strategy for developing product life cycle and product portfolio structure that are consistent with evolving market needs.
4. To develop pricing strategy that will be taken into account perceived value, competitive pressures and corporate objectives.
5. To develop strategy for the efficient distribution of product and services.
6. To prepare and deliver sales presentation and to develop messaging for marketing communication.

Course outcome

1. After the study of unit-1, the student will be able to identify the primary marketing activities of an Organisation.
2. After the study of unit-2, the student will be able to use marketing information and research to develop marketing strategies for targeting customers.
3. After the study of unit-3, the student will be able to create and analyse product positioning, brand building process, with appropriate product portfolio structure which contributes to the success of products or services.
4. After the study of unit-4, the student will be able to understand the price elasticity and how it can be used to set price for a product. The student will be able to evaluate how to use distribution channels to market the products / services effectively.
5. After the study of unit-5, the student will be able to use the appropriate promotional tools for the promotion of products/ services.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 18**

Definition - Fundamentals of Marketing - Role of Marketing - Relationships of Marketing with other functional areas - Concept of marketing mix - Marketing Management of Product or Services - Marketing approaches - Selling - Various Environmental factors affecting the marketing functions

UNIT– II**Teaching hours: 18**

Buyer Behavior - Buying motives - Buyer Behavior Model - Factors influencing buyer behavior. Market segmentation - Need and basis of Segmentation - Marketing strategy - Targeting - Positioning.

UNIT– III**Teaching hours: 18**

Sales Forecasting - Various methods of Sales Forecasting - The Product - Characteristics - Classifications - Consumer goods - Industrial goods - New product development - process - Product Life Cycle - Product line and product mix decisions - Branding - Packaging.

UNIT– IV**Teaching hours: 18**

Pricing - Factors influencing pricing decisions - Pricing objectives - Pricing policies and procedures - Pricing strategies - Channel of distribution - importance - Various kinds of marketing channels - Factors considered in selecting Channel of Distribution.

UNIT- V**Teaching hours: 18**

Promotion Mix - Advertising - role of advertising - advertising objectives - advertising media-characteristics - media selection and evaluation - effectiveness of advertising - Personal Selling - types - task of sales person - principles of personal selling - elements of selling process - Sales Promotion - planning for sales promotion - sales promotion tools - Public Relations - characteristics and tools of PR - Direct marketing - key features of direct marketing - direct marketing media - limitations - online marketing - objectives - viral marketing - website evaluation - limitation of online media.

Text Books

1. J. Jayasankar - Marketing - Margham Publications, Chennai.
2. Essentials of Marketing - Sundar K, Vijay Nicole Imprints Pvt. Ltd.
3. Rajan Nair - Marketing - Sultan & Chand, New Delhi.
4. Ramaswamy and Namakumari - Marketing Management, Laxmi Publications Pvt. Ltd
5. Adrian Palmer - Introduction to Marketing theory and practice- Oxford University Press- Indian edition, New Delhi.
6. Philip Kotler- Marketing Management, Pearson Publications, New Delhi.
7. Kruti Shah, Alan D'Souza-Advertising and Promotion IMC perspective, Tata MC Graw Hill Education Pvt.Ltd, New Delhi.
8. Dr.C.B.Gupta, Dr.N.Rajan Nair- Marketing Management Sultan Chand and Sons, New Delhi
9. R.S.N.Pillai, Bagavathi- Modern Marketing-S.Chand and Sons, New Delhi.
10. Jain, Neha Singhal- Principles of Marketing-Cengage Delhi Publications.

Reference Books and Journal

1. Varshney RL and Gupta SL - Marketing Management,
2. Dholokia - Marketing Management Cases & Concepts, MacMillan I Ltd.
3. Bender - Secrets of Power Marketing.
4. Philip Kotler and Armstrong - Marketing Management,
5. Saxena - Marketing Management - Tata McGraw Hill Publications.
6. Ajit Kumar Bansal, Ajay Sharma, Marketing Management.
7. L.Natarajan, Marketing , Margham Publications, Chennai.
8. Rudani, Basics of Marketing Management, S. Chand & Co, New Delhi.
9. Dr. Shaila Bootwala, Principles of Marketing, Nirali Prakashan.
10. Venugopal Pingali, Marketing Management, Sage Publications India Pvt Ltd.

E- Materials

- http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf
- <https://www.8freebooks.net/download-marketing-management-philip-kotler-pdf/>
- <http://jnujprdistance.com/assets/lms/LMS%20JNU/BBA/Marketing%20Management/Marketing%20Management.pdf>
- http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf

Journal Reference

- Journal of Marketing Vistas published by Institute of Public Enterprise Osmania University Campus, Hyderabad
- Journal of Marketing and Communication published by NIILM - Center for Management Studies, Greater Noida

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: V

Paper type: Core Theory

Paper code: CBA52 Business Law

Credit: 4

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives

1. To demonstrate understanding and recognition of the requirements of the contract agreement, contract consideration and capacity and genuineness of assent in contract formation.
2. To identify the fundamental legal principles behind performance of contract.
3. To demonstrate an understanding of the legal knowledge to business transaction.
4. To expose the students to legislations relating to sales.
5. To understand commercial contracts transactions and payment methods.
6. To understand international sales and international payment methods.
7. To enable the students familiarize themselves with all aspects of business law establishing a back ground in business law.

Course Outcome

1. After the study of unit-1, the student will be able to understand the fundamental legal principles in developing various contracts.
2. After the study of unit-2, the student will be able to understand the commercial laws in the business world.
3. After the study of unit-3, the student will be able to identify the common forms of business associations and elements of Corporate Governance.
4. After the study of unit-4, the student will be able to understand the legality and statute of frauds in contracts.
5. After the study of unit-5, the student will be able to develop insights regarding the laws and transactions related to sales of goods.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 18**

Formation and essential elements of contract - Types of contract and agreements - rules as to offer, acceptance and consideration - capacity to contract - lawful object and free consent.

UNIT- II**Teaching hours: 18**

Performance of contract - Discharge of contract - Breach of contract and remedies - Quasi contract.

UNIT– III**Teaching hours: 18**

Guarantee - features and distinctions - Bailment and pledge - features difference - Rights and duties of bailor and Bailee.

UNIT– IV**Teaching hours: 18**

Contract of agency - definition and meaning - Rights of Principal and agent - relation of Principal with third parties - personal liability of agent - termination of agency.

UNIT– V**Teaching hours: 18**

Sale of goods Act 1930 - definition - sale vs. agreement to sell - express and implied conditions and Caveat and exceptions - Rights of an unpaid seller.

Text Books

1. Dr. J. Jayasankar - Business Law- Margham Publications
2. N.D. Kapoor- Business law- Sultan & Sons
3. Balachandran V and Thothadri S -Business Law - Vijay Nicole Imprints (P) Ltd
4. Dr.M.R.Sreenivasan-Business Law- Margham Publications,Chennai
5. Sheth-Business Law- Pearson Education- New Delhi
6. Kavitha Krishnamurthi-Business Law-Global Academic Publishers- New Delhi.
7. B.S.Moshal, Business and Industrial Law, Ane Books India New Delhi.
8. Daniel V. Davidson, Business Law- Principles and Cases in Legal Environment.
9. G.K. Varshney, Business Law, Sahitya Bhawan Publications.
10. M.C. Kuchhal, Vivek Kuchhal, Business Law, Vikas Publications

Reference Books

1. M.C. Dhandapani - Business Law
2. M.C. Shukla - Business Law, Paperback
3. R.S.N. Pillai & Bagavathi- Business Law
4. P.C. Tulsion - Business Law
5. Mirande Vaibrune, Business Law.
6. Avtar Singh, Business Law, EBC .
7. S.S. Gulshan, Business Law including Corporate Law, New Age International Pvt Ltd
8. Tiwari, Dr.Singh. Business Law, SBPD Publications.
9. O.P. Gupta, Business Law, SBPD Publishing House.

10. Sujit Kumar Das, Business Law, Oxford University Press.

E-Material

- https://www.dphu.org/uploads/attachements/books/books_3498_0.pdf
- <http://www.himpub.com/documents/Chapter1479.pdf>
- <https://www.mobt3ath.com/uplode/book/book-66683.pdf>
- <https://www.freebookcentre.net/Law/Commercial-Law-Books.html>
- <https://www.ebooks.com/en-us/subjects/business-business-law-ebooks/172/>

Journal Reference

- India Business Law Journal published by Vantage Asia Publishing Limited
- Indian Journal of Corporate Law and Policy published by Society for Progress in Research, Education and Development in Law (SPRED LAW), Lucknow.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: V

Paper type: Core Theory

Paper code: CBA53 Research Methodology

Credit: 4

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To familiarize students with basic of research and the research process.
2. To enable the students in conducting research work and formulating research hypothesis.
3. To create a basic knowledge on sampling techniques.
4. To have a basic awareness on tools of data collection and its applications.
5. To impart the knowledge on measurement and scaling techniques as well as quantitative data analysis.

Course Outcome

1. After studied unit-1, the student will be able to understand the basic framework of research process
2. After studied unit-2, the student will be able to develop an understanding of various research designs and techniques.
3. After studied unit-3, the student will be able to identify various sources of sampling techniques.
4. After studied unit-4, the student will be able to identify various sources of information for data collection.
5. After studied unit-5, the student will be able to conduct a research and prepare a report.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
55	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching Hours: 15**

Definition of research - meaning - objectives - types of research - research process - qualities of a researcher - criteria of good research - problems encountered in research

UNIT- II**Teaching Hours: 15**

Defining research problem - research design - features of good research design - types of research design factors affecting research design - hypothesis - meaning - definition - need for hypothesis - formulation of hypothesis - types of hypothesis - test of hypothesis- type I and type II error

UNIT– III**Teaching Hours: 15**

Sampling techniques - types of sampling - merits and demerits

UNIT- IV**Teaching Hours:15**

Collection of primary and secondary data - interview techniques - survey and interview – methods - merits and demerits – questionnaire - pre requisites of using questionnaire - structured and unstructured questionnaire - types of secondary data

UNIT– V**Teaching Hours: 15**

Measurement and scaling techniques

Text books

1. C. R. Kothari Research Methodology Methods and Technique 3rd Edition New Age International Publishers New Delhi.
2. P.Ravilochannan Research Methods - Margham Publications, Chennai
3. Prof. Deepak Chawla- Research Methodology 2nd Edition, Vikas Publishing House
4. Bill Taylor, Sinha, Ghoshal, Research Methodology, Eastern Economy Edition, Prentice-Hall of India, New Delhi.
5. T.V.S.Arun Murthy, T.V.S.Padmaja, A Text book on Research Methodology, Scitech Publications(I) Pvt.Ltd., Chennai.
6. P.Saravanel-Research Methodology-Kitab Mahal-Allahabad
7. Dr.Pawan Kumar Oberoi- Research Methodology-GAPD, New Delhi.
8. Dr. Kirti Gupta, Research Methodology, Nirali Prakashan.
9. Dr. Chaitali Ghosh, Dr. Mamtesh Singh, Research Methodology, Rastogi Publications.
10. Thangamani Ramalingam, S.N. Senthil Kumar, Essentials of Research Methodology- Jaypee Brothers.

Reference Books and Journal

1. B.N.Gosh - Scientific Methods and Social Research 3rd Edition Sterling Publishers Pvt Ltd 2007
2. Dipak Kumar Bhattacharya Research Methodology 2nd Edition Excel Books 2006
3. Ranjit Kumar Research Methodology 4th Edition Sage Publishing New Delhi 2017
4. S. Sachdeva, Research Methodology, Laxminarayan Agarwal.
5. Anubhaa M. Walia, Fundamentals of Research, Notion Press.

6. Panner Selvam , Research Methodology, PHI Learning.
7. Yogesh Kumar Singh, Fundamentals of Research Methodology and Statistics New Age International Publishers.
8. G. Vijayalakshmi, C. Sivapragasam, Research Methodology Tips and Techniques.
9. K.P.R. Chowdary, Research Methodology of Biostatistics Mjp Publishers Pharma Med. Press.
10. Mustafa.A, Research Methodology, AITBS Publishers.

E-Materials

- https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODODOLOGY
- <https://www.modares.ac.ir/uploads/Agr.Oth.Lib.17.pdf>
- <http://manzaramesh.in/prephdbooks/Research%20Methodology%20--20Methods%20and%20Techniques%202004.pdf>
- <http://www.euacademic.org/BookUpload/9.pdf>

Journal Reference

- Journal of Applied Management Research published by KCT Business School, Coimbatore
- KHOJ: Journal of Indian Management Research and Practices published by MIT School of Management, Pune
- Journal of Contemporary Research in Management published by PSG Institute of Management, Coimbatore
- National Journal of Research in Management published by Shrimad Rajchandra Institute of Management and Computer Application, Surat, Gujarat
- National Journal of Research in Management published by Shrimad Rajchandra Institute of Management and Computer Application, Surat, Gujarat

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: V

Paper type: Core Theory

Paper code: CBA54 Computer Application in Business Credit: 4

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To acquaint the students with special applications of IT in business.
2. To familiarize students regarding IT application in documents handling and various other computer application in business.
3. To help students to know the usage of MS word its benefits in business
4. To help students to know the usage of Excel in reporting and research
5. To help students to know the process of designing presentations using ppt.

Course Outcomes

1. After the study of unit-1, the student will know about the emergence of computers and various software solution used for business
2. After the study of unit-2, the student will be learn to use MS word and its functions
3. After the study of unit-3, the students will learn the application of Excel in problem solving and decision
4. After the study of unit-4, the student will be familiar with uses of PPT and also learn to design presentations
5. After the study of unit-5, the student will know about the emerging trends of computer applications in business

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours:15**

Information Technology Basics - Information definition, Meaning of Data and information - Difference between data and information - Prerequisites of Information - need for Information - components of information Technology - Role of Information Technology in Business. Various business application software: Windows operating system, Open source software, Tally, SPSS - Emergence of computers and evolution of computers.

UNIT– II**Teaching hours:15**

Word processing with MS Word: Features, Starting Ms word - MS word environment - working with word documents - working with tools - MS word working with tables - Short cut keys - checking spelling and grammar - printing adocument - Format options.

UNIT– III**Teaching hours:15**

Spreadsheets and Ms Excel: meaning, Features, Starting MS Excel - Ms Excel environment - Working with Excel workbook - Purpose or uses of excel - working with worksheet: creating, opening, Data management- Formulas and functions - Charting: Meaning and types of charts - Inserting charts - printing in Excel. Excel for data analysis

UNIT– IV**Teaching hours:15**

MS power point: Meaning of PPT, features of PPT Making presentation with MS power point - uses of power point - starting MS power point - MS power point environment - working with power point - PPT tools - working with different views - designing presentation - Animation options of PPT - preview and printing in powerpoint.

UNIT– V**Teaching hours:15**

Electronic Commerce - meaning features, Types - Advantages and disadvantages - Electronic data interchange (EDI) - How EDI works - EDI benefits - EDI limitations - SMART card - SMART card applications. Recent trends: Business intelligence, cloud computing, quantum computing, Banking platforms: FICO, FINACLE - CIBIL: Meaning, Features and uses

Text books

1. Leon & Leon - Computer Application in Business - Vijay Nicole Imprints Pvt.Ltd
2. Dr.P. Rizwan Ahmed - Computer Application in Business with Tally - MarghamPublications
3. Mohan Kumar - Computer Application in Business - Vijay Nicole Imprints Pvt.Ltd.
4. Ananthi Sheshasayee - Computer Application in Business - MarghamPublications.
5. Prof. Satish Jain, M.Geetha, Kratika, MS Office 2010 Training Guide, BPB Publications.
6. Ravi Kalakota, Andrew B. Whinston, Frontiers of Electronic Commerce, Pearson.
7. Dr.K. Abirami Devi, Dr. M. Alagammal, E-Commerce, Margham Publications, Chennai.

Reference Books

1. Introduction to Information Technology, ITL ESL, Pearson Education
2. AitJohri, Business Application Software, Himalaya Publication House, First Edition 2016
3. Asok K. Nadhani, Simple Tally 9 , BPB Publications
4. Introduction to Information Technology, ITL Education Solutions Limited, Research and development Wing,2016,PearsonEducation
5. Gary Shelly, Thomas J. Cashman, Misty Vermaat , Microsoft Office 2007: Introductory Concepts and Techniques, ,2007,Thomson Learningpublishers

E-Materials

- <https://www.spss-tutorials.com/spss-what-is-it/>
- <https://stats.idre.ucla.edu/spss/>
- https://study.com/articles/Business_Computer_Applications_Courses_and_Training_Programs.html
- <https://tallysolutions.com/>
- <https://www.udemy.com/course/the-fundamentals-of-business-intelligence/>

Journal Reference

- International Journal of Research in Computer Application and Management published from Jagadri, Haryana.
- Indian Journal of Computer Science, New Delhi.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: V

Paper type: Elective

Paper code: CEBA55A A. Industrial Relations and Labour Laws Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To understand and apply the concept of industrial relations and the system in which it operates.
2. To understand the various process and procedures connected with collective bargaining workers participation, grievance Redressal and employee discipline and dispute resolution.
3. To know the development and judicial set up of Labour laws.
4. To learn the laws relating to industrial relations, social security, factories act and working conditions.
5. To learn the salient features of welfare and wage legislations and the present state of industrial relations and its laws in India.

Course Outcomes

1. After the study of unit-1 student will be able to understand the importance of industrial relation and know the role of trade union and the industrial disputes and their resolutions.
2. After the study of unit-2 the student will be able to understand the meaning of participative management and its structure and know the different committee and find the pre requisite for successful participation in collective bargaining systems.
3. After the study of unit-3 the student will understand the meaning of industrial unrest and the reasons for employee dissatisfaction and disciplinary action. The student also understand the various method of strike and prevention.
4. After the study of unit-4 the student is able to understand the Indian factories Act and provisions regarding welfare, safety and health of workers.
5. After the study of unit-5 the students is able to understand the concepts of workmen's compensation act and its provisions and also know the international labour organisation role and its various functions.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT- I**Teaching hours :15**

Industrial Relations - Meaning And Definition - Role - Importance - Trade Unions - Importance of Trade Union- Industrial disputes - types - and their Resolutions.

UNIT- II**Teaching hours :15**

Participative Management - Structure - Scope - Collective Bargaining - Works Committee - Joint Management Councils - Pre-Requisite for successful participation - Role of Government in Collective Bargaining.

UNIT- III**Teaching hours :15**

Industrial unrest - employee dissatisfaction - Grievances - Disciplinary Action - Domestic Enquiry - Strikes - lockout - Prevention of Strikes - Lockouts.

UNIT- IV**Teaching hours :15**

Factories Act: Meaning, Definition - importance of factories act -need -provision relating to Welfare - Safety - Health Measures.

UNIT- V**Teaching hours :15**

Workmen's Compensation Act - meaning and definition and International Labor Organization- importance of ILO- - Role and Function of ILO

Text books

1. Sreenivasan M.R - Industrial Relations & Labor legislations
2. Aswathappa K - Human Resource and Personnel Management
3. Subba Rao P - Human Resource Management and Industrial Relations
4. Monoppa - Industrial Relations
5. Srivastava SC- Industrial Relations and Labour Laws –Vikas Publishing Pvt.Ltd.Noida
6. S.D.Punekar, S.B.Deodhar,Saraswathi Sankaran-Labour Welfare,Trade Unionism and Industrial Relations-Himalaya Publishing House-Mumbai.
7. Dr. Satish Kumar Saha, Dr. Anju Agarwal, Industrial Relations and Labour Laws, SBPD Publications.
8. C.S. Venkata Ratnam, Industrial Relations, Oxford University Press.
9. Dr.Jose Mamman, Prof. Bose Tom, Industrial Relations and Labour Laws, Takur Publications Pvt Ltd.
10. Dr. Ajit Kumar Ghosh, Industrial Relations Text and Cases, Manas Publications.

Reference Books

1. Michael V Industrial Relations in India and Workers Involvement in Management Cowling - Essence of Personnel Management and Industrial Relations - Prentice - Hall of India.
2. Mamoria C.B and Sathish Mamoria,Dynamics of Industrial Relations, Himalaya Publishing House,New Delhi,1998.
3. Dwivedi.R.S Human Relations Organisational Behaviour, Macmillan India Ltd., New Delhi,1997.

4. Pylee.M.V and Simon George ,Industrial Relations and Personnel Management ,Vikas Publishing House (P) Ltd.,New Delhi,1995
5. N.G.Nair,Lata Nair,Personnel Management and Industrial Relations,S.Chand,2001
6. Srivastava,Industrial Relations and Labour Laws,Vikas ,4TH edition,2000
7. C.S.Venkata Ratnam,Globalisation and Labour Mangement Relations,Response Books,2001
8. T.N. Chhabra, R.K. Suri, Industrial Relation Concepts and Issues, Dhanpat Rai & Co.
9. Tripathi. P.C, Gupta.C.B, Kapoor.N.D, Industrial Relations and Labour Laws, Sultan Chand & Sons.
10. Shamshuddin.M, Nadaf, Yasmin Begum.S, Nadef, Industrial Relations- Current Publications.

E- Materials

- http://www.ebooks-for-all.com/bookmarks/detail/Labour-Laws-in-India/onecat/Electronic-books+Law+Law-by-Country+Asia/0/all_items.html
- <https://www.kopykitab.com/Industrial-Relations-and-Labour-Laws-6th-Edn-by-S-C-Srivastava>
- <https://www.freebookcentre.net/Law/Labour-and-Employment-Law-Books.html>
- <http://elearning.nokomis.in/uploaddocuments/Industrial%20Relations.%20&%20Labour%20laws/Chp%2016%20Labour%20Laws%20An%20Overview/PPT/Chapter%2016.pdf>
- http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf

Journal Reference

- Indian Labour Journal published by Government Of India Ministry of Labour And Employment Labour Bureau Shimla/Chandigarh
- Indian Journal of Industrial Relations published by Sri Ram Centre for IR and HR
- National Journal of Labour and Industrial Law (NJLIL), Noida

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	S	M	S	M	S	S	S	S
CO2	S	M	S	M	S	S	M	S	S	S
CO3	S	S	S	S	M	S	S	S	M	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	M	S	S	S	S	M

PO – Programme Outcome, CO – Course outcome
 S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: V

Paper type: Elective

Paper code: CEBA55B

B. Reward Management

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. The course is designed to promote understanding of issues related to the reward or compensation system and practices of corporate sector.
2. To learn the basic compensation concepts and the context of compensation practice.
3. To illustrate the different ways of wage determination.
4. To understand legally required employee benefits.
5. To learn the concepts of wage incentives
6. To learn some of the implications for reward issues and possible employer approaches to manage legally required benefits.

Course Outcome

1. After the study of unit-1, student is able to understand the importance of employee compensation and equity. To know the wages policy and its structure and different levels of wages and major decisions.
2. After the study of unit-2, the student is able to understand the factors of fixation of wages and job pricing. To know the rationalizing and developing wages structures.
3. After the study of unit-3, the student is able to understand the concepts of fringe benefits and other allowances and know the consumer price index and bonus regulations.
4. After the study of unit-4, the student is able to know wages incentives and linking wages to productivity. To know the different types of incentives and productivity sharing plans.
5. After the study of unit-5, the student is able to understand meaning of reward and statutory provision.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT- I**Teaching hours :15**

Introduction - significance - behavioral aspects of employee compensation and concepts of equity - economic theories. Wages policy - meaning - types - wage structure - wage differentials - wage levels - wage policies - decisions

UNIT- II**Teaching hours :15**

Wage determination - factors influencing wage fixation, job evaluation - methods - job pricing - wage and salary surveys - rationalizing and developing wage structures.

UNIT- III**Teaching hours :15**

Components of pay - fringe benefits - house rent allowance - dearness allowance - money and real wages - consumer price index. Bonus - concept - bonus regulations - negotiations with unions.

UNIT- IV**Teaching hours :15**

Wage incentives - wage and motivation - linking wages with productivity - individual and group incentives - plant. Wide schemes - Scanlon Plan and other productivity gains sharing schemes - experience in India.

UNIT- V**Teaching hours :15**

Reward issues - statutory provision - institutions like wages boards and pay commissions - machinery for resolving disputes - compensative of managers - domestic and multinational companies - rewarding women.

Text Books

- 1.Narain, Laxmi: 'Managerial Compensation & Motivation in Public Enterprises, (Oxford Pub. House).
- 2.Sibson: 'Wages & Salaries', (American Management Association).
- 3.Garry Dressler, "Personnel / Human Resource Management", London, Prentice Hall,
- 4.William B. Werther Jr. and Keith Davis "Human Resource Management". New Jersey:McGrawHill.
- 5.Milkovich & Newman, Compensation, Irwin/McGraw-Hill 8th Ed
- 6.Narain, Laxmi: 'Managerial Compensation & Motivation in Public Enterprises, (Oxford Pub. House).
- 7.Milkovich & Newman, Compensation, Irwin/McGraw-Hill 8th Ed
- 8.Michael Armstrong, Reward Management, Kogan Page.
- 9.B.D. Singh, Compensation & Reward Management, Excel Books.
10. Geoff White, Janet Druker, Reward Management a Critical Text, Rowledge.

Reference Books

1. Michael V Industrial Relations in India and Workers Involvement in Management Cowling - Essence of Personnel Management and Industrial Relations - Prentice - Hall of India.
2. Frans Poets, The Art of HRD - Job Evaluation & Remuneration, Crest Publishing, Volume7 1st Edition
3. Michael Armstrong, Helen Murlis, The Art of HRD - Reward Management, Crest Publishing
4. Michael Armstrong, Employee Reward, (University Press)
5. P.Zingheim, The New Pay, Linking Employee & Organization Performance, Schuster, (Jossey-Bass)

5. Sara Rynes, Compensation in Organization, Gerhart (Jossey BASS)
6. Wendell L French, "Human Resource Management", USA, Houghton Mifflin Company, 1994.
6. David D. Decenzo and Stephen P. Robbins, "Human Resource Management", New Delhi, Prentice Hall, 3rd Edn., 1988.

E-Materials

- https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CRM_NOTES.pdf
- https://www.academia.edu/22247490/Reward_management
- <https://www.docsity.com/en/lecture-notes/management/compensation-management/>
- <https://www.coursehero.com/file/14598021/HND-BM-HRM-7/>

Journal Reference

- Indian Labour Journal published by Government Of India Ministry of Labour And Employment Labour Bureau Shimla/Chandigarh
- Indian Journal of Industrial Relations published by Sri Ram Centre for IR and HR
- National Journal of Labour and Industrial Law (NJLIL), Noida
- The Indian Journal of Labour Economics published by An Organ of the Indian Society of Labour Economics
- India Wage Report, published by ILO, 2018

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: V

Paper type: Elective

Paper code: CEBA 55C

C. Change Management

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course objectives

1. To introduce the students the concept of Organizational Change
2. To enable the students to learn change management techniques
3. To identify and overcome obstacles to change.
4. To understand the impact of Organisation culture and change in the Organisation.
5. To understand the requirement for a sound change process within the Organisation.

Course Outcome

1. After the study of unit-1, the student will be able to provide an over view of the change process.
2. After the study of unit-2, the student will be able to review the spectrum of reactions to change.
3. After the study of unit-3, the student will be able to offer techniques for preparing for change.
4. After the study of unit-4, the student will be able to create and stimulate the culture for change.
5. After the study of unit-5, the student will be able to give suggestion for managing uncertainty.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT- I

Teaching Hours: 15

INTRODUCTION

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

UNIT- II

Teaching Hours: 15

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- III

Teaching Hours: 15

MANAGING ORGANIZATIONAL CHANGE

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

UNIT- IV

Teaching Hours: 15

ORGANIZATIONAL CULTURE AND CHANGE

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

UNIT- V

Teaching Hours: 15

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.

Text books

1. K. Sundar - Essentials of Human Resource Management, Vijay Nicole Imprints
2. Tripathy P.C -.Organization Change - Sultan Chand, 2010.
3. Mark Hughes, Change Management in Organisations, Jaico Publishing House
4. Dawson P-Understanding Organizational Change: The Contemporary Experience of People at work , London, Sage Publications.
5. Robbins S.P- Organizational Behaviour, 11th Edition, New Jersey Pearson Prentice Hall.
6. Senior B, Fleming J- Organizational Change, Harlow Prentice Hall.
7. Brown A – Organizational Culture, 2nd Edition, London, Pitman Publishing .
8. Carnell C.A – Managing Change in Organisations , 4th Edition , Harlow Prentice Hall
9. Collins D - Organizational Change – A Sociological Perspective, London.
10. Hodgetts R.M - Organizational Behaviour, Theory and Practice, New York, MacMillan.

Reference Books

1. Kavita Singh, Organisation Change and Development -Excel Books,
2. Kondalkar V. G, Organisation Effectiveness and Change Management- PHI Learning, 2009.
3. Capon.C, Understanding Organisational Context, Inside and Outside Organisations.
4. Richards T- Creativity and Management of Change, Oxford, Bkchwell Business.
5. Watson T – Organising And Managing work, Harlow Prentice Hall.
6. Tichy. N.M – Managing Strategic Change, Technical, Political and Cultural dynamics, New York, John Wiley and Sons.
7. Creativity And Leading Fundamental Change in Organistion, San Francisco, Jossey Bass.
8. Cunnings T G and Worley C.G – Organisational Development and Change .
9. Daft R L – Organisational Theory and Design , Minneapolis, St.Paul, West Publishing .
10. Finchem R, Rhodes P- Principles of Organisational Behaviour, Oxford University Press.

E-Materials

- <https://bbamantra.com/organizational-change-types-process/>
- <https://searchcio.techtarget.com/definition/change-management>
- <https://www.studocu.com/en-au/document/curtin-university/managing-change/lecture-notes/lecture-notes-all-lectures/513582/view>
- <http://www.mahavirlibrary.org/files/change-management.pdf>

Journal Reference

- Journal of Change Management published by Taylor and Francis.
- Journal of Organizational Change Management published by Emerald

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: V

Paper type: Skill based subject

Paper code: CSBA56

E-Business

Credit: 2

Total Hours per Week: 3

Lecture Hours: 2

Tutorial Hour: 1

Course Objectives

1. To understand the concept of doing business through electronics and appreciating its difference with traditional business
2. To help them know the Infrastructural requirement to conduct Business
3. To learn the methodology of performing various business functions using electronics
4. To familiarize students with the EDI role in business and the importance of Web in Business
5. To introduce various payment methods of electronic banking and How Government uses electronic mode to reach publics.

Course out Comes

1. After the study of unit-1, the student will be able to define appreciate the difference between traditional and electronic business
2. After the study of unit-2, the student will know basic infrastructure required to build an E-Business and secure it
3. After the study of unit-3, the student will be equipped with using electronic as a tool to perform business effectively
4. After the study of unit-4, the student will be familiar electronic data interchange and how does it help in transaction besides learning the importance of Web.
5. After the study of unit-5, the student will be able to use various electronic governance media and tools.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT- I

Teaching Hours : 9

E- Business Introduction

Fundamentals of E-commerce and E-business: Meaning, Definitions, Features and benefits - E-business Components: People, Hardware, Software, Network and organization - E-business Advantages and disadvantages - E-Commerce Framework - Comparison between Traditional vs. E-Business Applications - Major Categories of E-Commerce - B2C, B2B, C2B and C2C Applications.

UNIT- II

Teaching Hours : 9

Communication Network & Security

Overview of Communication Network - Types of Networks - Wireless Networks - Wireless Internet Access ISDN - Dial-Up - Broadband - Wi-Fi. OSI Models - Network Security and Firewalls: Meaning and features of network security - Protocols - Types of Protocols - Client Server Network Security - Firewalls and Network Security. Security measures of internet payment system: Authentication, public key cryptography, digital signatures,

UNIT- III

Teaching Hours : 9

E-Business Application

e-Business applications - Fintech (Financial Technology): Meaning, Features of Fintech, Importance of Fintech, Emergence of Fintech, Areas of Fintech - Regtech (regulatory Technology) Meaning and importance in India - E-marketing: Meaning, Types of E-marketing - E-CRM: Meaning, Features and Process. E-retailing: Meaning, Features, Advantages and disadvantages of E-tailing, Trends in E-retailing - Electronics Application in HR

UNIT- IV

Teaching Hours : 9

WEB AND EDI

World Wide Web basics: Meaning of WWW, Features of a Web - Web application components - Electronic Data Interchange (EDI) - meaning, Importance of EDI, Advantages and benefits of EDI system - EDI Applications in Business - Meaning of Benefits and features of Intranet - Intranet Application in Business. Cyber crime: cases in India and Indian regulations

UNIT- V

Teaching Hours : 9

E-Payment Systems & Electronic Governance

Electronic banking: Mobile banking meaning and features - Online Payment - Payments Cards - Electronic Cash - Electronic Cheques - Electronic Wallets - Debit Cards- Credit Cards - Smart Cards - Stored Value Cards - E-Governance: Meaning, Features and importance - application of Electronics in Governance - E-tax, E-seva, E-certificates - Advantages and disadvantages of electronic governance.

Text books

1. Dr. P.RizwanAhmed , E-Business & E-Commerce, MarghamPublications
2. Dr.K.Abirami Devi and Dr. M. Algammai , E-Commerce -MarghamPublications
3. Srinivasa Vallabhan SV, E-Commerce,Vijay Nicole Imprints Pvt.Ltd.
4. Mamta Bhusry , E-Commerce, Laxmi Publications Pvt.Ltd.
5. U.S.Pandey, Rahul Srivastava, Saurabh Shukla, E-Commerce and its applications, S.Chand, NewDelhi.
6. Kalakota , Robinson – E-Business2.0 – Pearson Education –New Delhi.
7. L.T.Joseph - E-commerce A managerial perspective - Prentice Hall publications , 2004

8. Murthy C.S.V., E-Commerce - Concepts, Models and Strategies.
9. David Whitley, E-Commerce Strategy, Technology and Application, Tata McGraw Hill Publications, 2004.
10. Dennis P.Curtin, E-Commerce Principles and Introduction Technology, Tata McGraw Hill Publication, 2004

Reference Books

1. Pete Loshin, John Vacca - Electronic Commerce -LaxmiPublications
2. R.Kolkata and A.B.Whinston: Frontiers of Electronic Commerce, New Delhi, Addison Wesley.
3. P.T.Joseph: Electronic Commerce: A Managerial Perspective, Prentice Hall of India Learning, New Delhi, 3rd Edition,2008.
4. Efraim Turbon, Jae Lee, David King, H.Michael Chung, Electronic Commerce, AManagerial Perspective, Pearson Education Asia,2001.
5. Greenstein, Feinman, E-Commerce, Tata McGraw Hill Publications, 2001
6. Mathewson, E-.Business, BHPublishers.

E-Content

- <https://smude.edu.in/smude/programs/bba/e-commerce.html>
- <https://csistudyabroadmaterials.files.wordpress.com/2015/10/e-business-syllabus.pdf>
- <https://www.indiastudycenter.com/Other/Syllabus/...E-Business/default.asp>
- <https://targetstudy.com/courses/diploma-in-e-business.html>
- <https://www.toppr.com/guides/business-studies/...of-business/e-business/>

Journal Reference

- International Journal of Electronic Business (IJEB) published by Inderscience

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

SEMESTER VI

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115 BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Core Theory

Paper code: CBA61

Strategic Management

Credit: 5

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives

1. To know the importance of strategic management in an organization.
2. To learn the corporate strategy, strategic planning, formulation of strategy, project life cycle and SWOT analysis.
3. To know generic strategic alternatives, horizontal and vertical diversification.
4. To understand the external growth strategy, mergers, acquisition, amalgamation, joint ventures, problems of an organizational structure and corporate development
5. To learn the implementation of strategy, organizational climate, planning and control of implementation.

Course Outcome

1. After the study of unit-1, student will be able to understand objectives, mission and vision. Appreciate strategic analysis of corporate goals and its capabilities.
2. After the study of unit-2, student will be able to understand the corporate strategy, process of strategic planning, formulation of strategy, project life cycle, portfolio analysis and SWOT analysis.
3. After the study of unit-3, student will be able to learn generic strategic alternatives - horizontal and vertical diversification.
4. After the study of unit-4, student will be able to understand external growth strategy, mergers, acquisition, amalgamation, joint ventures, problems of organizational structure and the management of change.
5. After the study of unit-5, student will be able to learn the implementation of strategy, elements of strategy, significance of leadership and organizational climate, planning and control of implementation.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching Hours :18**

The business system - objectives of the business - setting up and balancing the objectives mission - vision - goals strategic analysis of functional areas production - marketing - human resources - finance - analyzing corporate capabilities.

UNIT– II**Teaching Hours : 18**

Corporate strategy - nature and scope - characteristic of corporate strategy - process of strategic planning - formulation of strategy - project life cycle - Portfolio analysis - SWOT.

UNIT– III**Teaching Hours : 18**

Generic strategic alternatives - Michael Porter's generic strategies - Grand strategies/ Directional Strategy - horizontal, vertical diversification - active and passive alternatives.

UNIT- IV**Teaching Hours : 18**

External growth strategy - merger acquisition - amalgamation - joint venture - problems organizational structure and corporate development - line and staff function - evaluation of organization structure - management of change.

UNIT– V**Teaching Hours : 18**

Strategy Implementation and control - elements of strategy - interrelationship between strategy formulation and implementation - issues in strategy implementation - Strategic Business Unit(SBU) and core competencies - leadership and strategic implementation - strategic change - steps to initiate strategic change - Kurt Lewin change process - strategic control - types of strategic control - organizational climate - planning and control of implementation.

Text books

1. Dr. C.B. Mamoria & Dr. Satish Mamoria, Business Planning and Policy (1987) Himalaya Publishing House, Mumbai.
2. Dr. S.Sankaran -Strategic Management,Margham Publications
3. S.C. Bhattacharya - Strategic Management Concepts & Cases - S.Chand & Co
4. Dr.M. Jeyarathnam – Strategic Management – Himalaya Publishing House, New Delhi.
5. Charles. W. L. Hill, Gareth R. Jones – An Integrated Approach to Strategic Management- Cengage Learning , New Delhi.
6. Rustagi P R – Strategic Financial Management – Sultan Chand Publishers NewDelhi.
7. S.P. Singh – Strategic Management, AITBS Publishers,Delhi.
8. L.M.Prasad - Strategic Management, Sultan Chand Publishers NewDelhi

Reference Books

1. Kazmi - Business Policy & Strategic Management - Tata McGraw-Hill.
2. Azhar Kazmi, Strategic Management- Mc Graw Hill.
3. Kazmi Adela, Strategic Management, Mc Graw Hill.
4. Dess, Strategic Management, MHE.
5. Thomas L. Wheelen, Strategic Management of Business Policy, Pearson.
6. John Pearce, Strategic Management, Mc Graw Hill Education.
7. Fred R. David, Strategic Management Concepts, Pearson.
8. Thomas, Strategic Management, Pearson Education India.
9. Carpebter, Salwan, Strategic Management- A Dynamic Perspective.
10. R.M. Srivastava, Shubhra Verma, Strategic Management Concepts- Skills&Practices, PHI.

E-Materials

- http://www.crectirupati.com/sites/default/files/lecture_notes/Strategic%20Management%20Notes-CREC.pdf
- <https://examupdates.in/mba-strategic-management/>
- <http://www.pondiuni.edu.in/sites/default/files/Part%20I%20Startegic%20%20Management.pdf>
- <http://www.geektonight.com/strategic-management-notes-pdf/>

Journal Reference

- Jagannath International Management School published by Jagannath International Management School
- Journal of Strategy and Management published by Emerald

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Core Theory

Paper code: CBA62

International Business

Credit: 5

Total Hours per Week: 6

Lecture Hours: 5

Tutorial Hour: 1

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Course Objectives

1. To enable the students to understand the meaning and importance of globalization and international business
2. To familiarize them with various modes of entering global markets.
3. To help them understand how trade policies are used and how trade is restricted
4. To impart the students with regional economic integrations.
5. To examine the international monetary, strategy & marketing environment.

Course Outcome

1. After the study of unit-1, the student will be able to define and explain the importance of globalization and international business
2. After the study of unit-2, the student will be known the options used and various modes of entering global markets.
3. After the study of unit-3, the student will understand how governments use trade policies to restrict movement of goods abroad
4. After the study of unit-4, the student will be familiar with how various regional co operational organization work and their functions.
2. After the study of unit-5, the student will be able make decisions of setting up MNCs and know how to invest abroad to establish MNC

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT- I

Teaching hours: 18

INTRODUCTION TO INTERNATIONAL BUSINESS

International Business: Meaning, Objectives - Domestic Vs International Business - understanding LPG (Liberalization, Privatisation and Globalisation - Globalisation: Definition, Features and drivers of globalisation - Impediments in International Business, International Business Environment - Political, Legal system, Cultural, Economic, Governments,

UNIT- II

Teaching hours: 18

ENTRY MODES

Modes of International Business - Exports & Imports - Licensing - Franchising - Management Contracts - Joint Ventures - Turnkey Projects - Wholly - owned Subsidiaries - Strategic Alliances - Mergers & Acquisitions - Contract Manufacturing - International Trade theories : Mercantilism, Comparative Advantage Theory - Absolute advantage theory, Heckscher - Ohlin Theory, Product Life cycle theory

UNIT- III

Teaching hours: 18

TRADE POLICIES and WTO

Trade policies: Meaning of trade restrictions, Reasons for trade restrictions tools - Various Trade Restriction tools or policies: Tariffs, Import quota, Voluntary export restraints, Local content requirement, Administrative policies and Anti-dumping policies - GATT (General agreement on tariff and trade: Meaning, Emergence of GATT, Objectives of GATT - Emergence of WTO (World trade organization: Functions, Objectives

UNIT- IV

Teaching hours: 18

REGIONAL ECONOMIC INTEGRATION

Regional Economic Integration: Meaning, Objectives - 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 BRICSTrade.

UNIT- V

Teaching hours: 18

FOREIGN DIRECT INVESTMENT AND MNCS

Foreign Direct Investments: Meaning, Features - Growth of FDI - FDI Sources - Forms of making FDI: Greenfield, Horizontal and vertical - Why Organizations go for FDI? - FDI & Host Nation Advantages and Drawbacks - FDI & Home Nation Advantages - MNC & MNE: Meaning, Features - Types of MNCs: Polycentric, Ethnocentric, region-centric and global centric.

Text books

1. K. Aswathappa, International Business, Tata Mc-Graw Hill,2012
2. Francis Cherunilam, International Business Environment, Himalaya Publishing House Pvt. Ltd., 2015
3. Sanjay Misra, P.K. Yadav, International Business : Text & Cases, PHI Learning, New Delhi,2009
4. John Daniels, International Business : Environments & Operations, Pearson Education,2009
5. Francis Cherunilam, International Business- Text & Cases, PHI Learning.
6. Helen Deresky, International, Textbooks.com
7. John Wild, International Business, Textbooks.com
8. Thingan, International Economics, Vrinda Publications, Pvt Ltd, New Delhi.
9. Subba Rao.P, International Business Text and cases, HPH Mumbai.
10. Bhalla.T.K, International Business, Anmol Publication, New Delhi.

Reference Books

1. Paul Justin, *International Business*, Prentice Hall of India Pvt. Ltd., New Delhi, 5th Edition, 2011
2. Charles W.I. Hill and Arun Kumar Jain, *International Business*, 6th edition, Tata Mc Graw Hill, 2009.
3. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, *International Business*, Thomson, Bangalore, 8th edition, 2009.
4. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, *International Management*, Tata Mc Graw Hill, 2nd edition, 2008.
5. Oded Shenkar and Yaong Luo, *International Business*, John Wiley Inc, Noida, 2nd edition, 2007.
6. Anant Sundaram, *The International Business Environment*, PHI, New Delhi.
7. Sumati Varma, *International Business*, Pearson Education.
8. Gary Knight, S. Tamer Cavusgil, *International Business*, Pearson.
9. Marios & Spyros, *International Business- A Global Perspective*, BH.
10. Bholanath Dutta, *International Business Management*, Excel Books.

E- Materials

- <https://www.wto.org/>
- <https://bbamantra.com/introduction-to-international-business/>
- ebooks.lpude.in/.../term.../DCOM501_INTERNATIONAL_BUSINESS.pdf
- https://www.academia.edu/.../BBM_475_NOTES_INTRODUCTION_TO_INTERNATIONAL_BUSINESS
- <https://www.stuvia.com/.../international-business-and-management-studies - ibms>

Journal Reference

- Global Business Review published by SAGE Publications
- FOCUS: Journal of International Business published by Journal Press India
- Indian Journal of International Business and Finance published by Serials Publications Pvt. Ltd.

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong, M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Core

Paper code: CPBA66

Research Project

Credit: 5

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To help students to apply the concepts studied in the institution.
2. To gain 'on the field' experience and identify present problems faced by the industry
3. To help students gain career development skills
4. To gain practical exposure that will bridge the gap of industrial expectation.

INDIVIDUAL / GROUP PROJECT WORK

Each candidate has to undergo Project work for not less than 15 days in any organization, market, industry or institutions in the areas of Business and management during the 6th Semester and has to submit the report for the same in the end of the 6th Semester.

Guidelines For Project Work

- Project can be in any field of specialization (HR, Finance, Systems, Marketing and related Management based topics)
- The project report should be neatly presented in not more than 80 pages.
- Paper size should be A4 1.5 spacing should be used for typing the general text. The text should be 'justified' and typed in the font style (Font: Times New Roman, Font Size:12pt for text, 14pt for sub-headings)
- The candidate should submit the periodical report of the project to the supervisor.
- TWO reviews would be conducted before the viva-voce. (
- Each candidate should submit 2 hard copies and one soft copy in CD to the Department. After the evaluation of the project report one hard copy would be returned to the candidate.

EVALUATION SCHEME

Internal - 20 Marks (10 marks each for reviews)

Project Evaluation - 50 marks

Viva voce - 30 marks

Total Marks - 100

Important NOTE: If a candidate fails to submit the Project report or fails to appear for the viva-voce examination then it will be considered as 'Arrear' Paper and the candidate can appear for Viva-voce next year.

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Elective

Paper code: CEBA63A

A. Financial Management

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To gain basic understanding about financial management and its concepts
2. To know the various sources of finance
3. To know how to calculate cost of various capitals and to compare on various project finances.
4. To understand the various uses for finance
5. To familiarize oneself with the techniques used in financial management.

Course Outcome

1. After the study of unit-1, the student will be able to calculate time value for money
2. After the study of unit-2, the student will be able to explain Capital structure decision and suggest the best mix of capital structure using theories
3. After the study of unit-3, the student will calculate cost of capital how it is affected
4. After the study of unit-4, the student will be familiar with capital budgeting and develop a basic budget format.
5. After the study of unit-5, the student will know how to make funds available for routine operations.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT- I

Teaching hours:15

INTRODUCTION TO FINANCIAL MANAGEMENT

Basics concepts of Financial Management: Definition, Importance, scope, objectives, functions of financial management - Various Financial decisions - Types - role of the finance manager - relationship of financial management with other functional areas of management - sources of finance - time value of money: Present value, Future value, Annuity due, Ordinary annuity and perpetual.

UNIT- II

Teaching hours:15

FINANCIAL PLANNING AND LEVERAGES

Financial planning: meaning, process and factors - capitalization: - Capital structure: meaning and factors determining the capital structure decision - Capital structure decision theories: Net Income (NI) approach, Net operating income (NOI) approach, Traditional approach and (MM) Modigliani Miller approach. - Problems: Calculation of Indifference Point EBIT - Leverages: Meaning, Types - Problems from Leverages: operating, financial, Composite leverage.

UNIT- III

Teaching hours:15

COST OF CAPITAL

Understanding Cost of Capital: Meaning, significance, types of cost of capital - various measures of cost of capital: cost of debt, cost of preference shares, and cost of equity, cost of retained earnings, and weighted average cost of capital - Capital Asset Pricing Model

UNIT- IV

Teaching hours:15

CAPITAL BUDGETING

Introduction to Capital Budgeting: Meaning, features and importance of capital budgeting - Various techniques of capital budgeting - Investment Evaluation criteria - Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) - NPV and IRR comparison.

UNIT- V

Teaching hours:15

WORKING CAPITAL MANAGEMENT

Working Capital Management: meaning and significance- 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. Financing of Working Capital and norms of Bank Finance - Sources of Working capital - Factoring services- Various committee reports on Bank Finance - Dimensions of Working Capital Management.

Note: The proportion between Theory and Problem shall be 80:20

Text books

1. Dr. A. Murthy, Financial Management -MarghamPublications, Chennai
2. Maheshwari S.N. Financial Management, Sultan & SonsPublications, Delhi
3. S.N. Maheshwari , Elements of Financial Management - Sultan Chand &Sons, Delhi
4. J. Srinivasan, Sridhar & Ramalingam - Financial Management - Vijay NicoleImprints, Chennai
5. R.K. Sharma, Shashi and K.Gupta , Financial Management -, KalyaniPublication
6. Prasanna Chandra, Fundamentals of Financial Management - Tata McGraw Hills Publishing Company Limited.

Reference Books

1. Periasamy - Financial Management, Vijay NicoleImprints
2. I.M. Pandey, Financial Management - Vikash Publishing House Pvt.Ltd.
3. M.Y.Khan & P.K. Jain, Theory and Problems in Financial Management - Tata McGraw Hills Publishing CompanyLimited.
4. P.V. Kulkarni Financial Management - Himalaya Publishing House

Journal reference

- Journal of Managerial Finance & Research published by Institute of Public Enterprise, Osmania University Campus, Hyderabad
- WEALTH - International Journal of Money, Banking and Finance published by ITM-SIA B-School, Mumbai
- International Journal of Financial Management published by Publishing India Group, New Delhi
- Indian Journal of Research in Capital Markets published by Associated Management Consultants Private Limited, New Delhi

E - Materials

- <https://www.businessmanagementideas.com/notes/financial-management-notes/lecture-notes-on-financial-management/3769>
- <https://examupdates.in/financial-management-notes/>
- https://gurukpo.com/Content/MBA/Financial_Management.pdf
- <https://www.docsity.com/en/financial-management-lecture-notes/4340569/>

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome
S – Strong, M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Elective

Paper code: CEBA63B

B.Financial Services

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To equip the students with the basic understanding of financial services and its types
2. To enable the student to understand merchant banking , mutual funds concepts
3. To familiarize the students with the leasing, and venture capital concepts.
4. To help them understand the process of Hire purchasing
5. To familiarize oneself with factoring and its types.

Course Outcome

1. After the study of unit-1, the student will be able to define Financial services and have knowledge on its types, will also be able explain in the Indian context
2. After the study of unit-2, the student will be able to explain how merchant banking works and how securitization is done
3. After the study of unit-3, the student will gain understanding on hire purchasing and leasing finance
4. After the study of unit-4, the student will be familiar with Factoring and RBI regulates them.
5. After the study of unit-5, the student will gain skills on venture capital process.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I

Teaching Hours : 15

BASICS OF FINANCIAL SERVICES

Financial Services Basics: Definitions, Meaning and importance of financial services - Functions of Financial services - Types of financial services - Overview of Financial Service Market - Growth of Financial Services in India - Problems in Financial Services Sector
Financial services and economic environment - Players in Financial Services Sector.

UNIT- II

Teaching Hours : 15

MERCHANT BANKING

Understanding Merchant Banking: Definitions and Meaning - Functions of Merchant banking - Merchant banking Origin - SEBI Guidelines - Classification of Merchant Bankers - Role of Merchant bankers - Issue management: public issue - right issue - Prospectus, pricing - Functions - drawbacks. Securitization - Meaning – process - Benefits and securitization in India

UNIT– III

Teaching Hours : 15

HIRE PURCHASING AND LEASING

Hire purchasing and leasing concept - Legal aspects - merits and demerits of leasing - Types of Leasing - Financial lease Vs Operating Lease - the Indian leasing scenario - Hire purchase: meaning - Features, benefits - Hire purchase Vs Installment - lease vs hire purchase - Housing Finance - Introduction - advantages - Methods of Housing Finance - NHB - NHB - role and functions - powers, rights - HDFC & HUDCO

UNIT– IV

Teaching Hours : 15

FACTORING

Factoring - Meaning, Features, - Types of Factoring - Advantages and Disadvantages of factoring - Functions of Factoring - Factoring Vs. Bills Discounting - Factoring in India - Recommendations of Kalyanasundaram committee - RBI Guidelines - Forfeiting - Working of Forfeiting - Benefits and Drawbacks of Forfeiting - Factoring vs forfeiting

UNIT– V

Teaching Hours : 15

VENTURE CAPITAL

Basics of Venture Capital Funds - Meaning, Features of Venture Capital - Financing Stages - Types of Venture capitalism - Investment criteria - Importance of venture capital - Limitations of Venture capitalism - Private Equity - Angel investors - Venture Capital Investment process - Disinvestment mechanisms. - Credit rating agency - Meaning - basis - merits & defects - credit Rating symbols - types of credit rating - Credit Rating Agencies - CRISIL - IICRA - CARE - Credit Rating Process.

Text Books

1. Dr.S. Gurusamy - Financial Services - Vijay Nicole Imprints Private Ltd, Chennai.
2. B. Santhanam - Financial Services, Margham Publications, Chennai.
3. M.Y. Khan - Indian Financial System - Tata Mc Graw Hill, New Delhi.
4. H. R. Machiraju - Indian Financial System - Vikas Publishing House, Mumbai.
5. Anbarasu Joseph, Boominathan, Financial Services, Sultan Chand and Sons.
6. M.Y. Khan - Financial Services – Paperback, Mc Graw Hill.
7. K.Natarajan and E. Gordan, Financial Markets and Services Education, HPH, Mumbai.
8. Tripathy Nalini Prava, Financial Services, PHI Learning.

9. Shanmugam.R, Financial Services, Wiley India Pvt Ltd.
10. Sandeep Goel, Financial Markets, Institutions and Services, PHI Learning

Reference Books and Journal

1. Dr. N. Premavathy - Financial Services and Stock Exchange -Sri Vishnu Publications
2. E. Gordon and E.Nataraj - Financial Markets & Services, HPH, Mumbai.
3. M.Y.Khan, Financial Services, Amer Media International.
4. S. Mohan, Financial Services, Deep & Deep Publications.
5. G.S. Batra, Financial Services, New Innovations, Deep & Deep Publications.
6. Rajesh Kotari, Financial Services, SAGE Publications.
7. Gopal C. Rama, Management of Financial Services, Vikas Publishing House.
8. Thummuluri Siddaiah, Financial Services, Pearson Learning.
9. Ahluwalla Hemant.S, Banking and Financial Services, Adhyayan Publishers and Distributors.
10. Prasanna Chandra, Financial Services, Mc Graw Hills.

E-Materials

- <https://accountlearning.com/financial-services-meaning-importance/>
- <https://www.businessmanagementideas.com/notes/financial-management-notes/lecture-notes-on-financial-management/3769>
- <https://bbamantra.com/financial-services/>
- https://gurukpo.com/Content/MBA/Financial_services.pdf
- <https://www.docsity.com/en/financial-services-lecture-notes/4340569/>

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome
 S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Elective

Paper code: CEBA63C

C. Investment Management

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To impart skill on the fundamentals of Investment and Security Analysis.
2. To identify the risk and returns involved in managing investment.
3. To understand different investment alternatives in the market
4. To understand how securities are traded in the market
5. To be able to analyze and price different securities

Course Outcome

1. After the study of unit-1, the student will be able to understand the various alternatives available for investment
2. After the study of unit-2, the student will be able to measure risk and return.
3. After the study of unit-3, the student will be able to find the relationship between risk and return.
4. After the study of unit-4, the student will be able to value the equity and bonds
5. After the study of unit-5, the student will be able to gain knowledge of the various strategies followed by investment practitioners.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I

Teaching Hours : 15

Investment - Meaning - Objectives - Investment Vs. Speculation - Investment Process - Investment information - Management of Investment.

UNIT– II

Teaching Hours : 15

Investment Alternatives - Meaning - variable Income Securities - Fixed Income Securities - Tax Sheltered Saving Schemes -Mutual Funds -Real Assets - Modern Investment -Arts and Techniques.

UNIT– III

Teaching Hours : 15

Risks and Returns - Meaning - Systematic Risks - Unsystematic Risks - Risk Measurement - Capital Returns and Revenue Returns -Computation of Expected Risks and Returns.

UNIT– IV

Teaching Hours : 15

Investment Valuation - Time Value for Money - Bond Valuation - Yield to Maturity - Equity Valuation - capital asset pricing model.

UNIT– V

Teaching Hours : 15

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

Text books

1. Dr. L. Natarajan - Investment Management - Margham Publications
2. V.K.Bhala, Investment Management, S. Chand Publishing.
3. Gurusamy S, Security Analysis and Portfolio Management, Vijay Nicole Imprints Pvt Ltd, Chennai.
4. Geoffrey Hirt and Stanley Block, Fundamentals of Investment Management, Mc Graw Hill
5. Ramanna Vishwanath, Chandra Sekhar Krishnamurthi, Investment Management: A Modern Guide to Social Security Analysis and Stock Selection, Springer.
6. Robert Strong, Practical Investment Management, South Western Publishers.
7. Rustagi.R.P, Investment Management Theory and Practice, Sultan Chand and Sons, New Delhi.
8. Ranganathan, Madhumathi, Investment Analysis and Portfolio Management, Pearson India.
9. Mageswari, Yogesh, Investment Management, PHI Learning.
10. Peter L. Bernstein, Aswath Damodaran, Investment Management, Wiley Frontiers.

Reference Books

1. Prasanna Chandra - Investment Analysis and Portfolio Management ,Tata Mc Graw Hill
2. R.P.Rustagi ,Security Analysis and Portfolio ,HPH
3. S.Kevin,Security Analysis and Portfolio Management ,Prentice Hall
4. Dr.L Natarajan – Investment Management – Margham Publications, Chennai.
5. V.A. Avadhani, Investment Management, HPH Mumbai.
6. Dhanesh Kumar Khatri, Investment Management & Security Analysis – Text and Cases, Laxmi Publications.

E-Materials

- <http://www.himpub.com/documents/Chapter1893.pdf>
- <https://www.studocu.com/in/document/university-of-mumbai/financial-accounting-and-auditing-vii-financial-accounting/lecture-notes/mba-iii-investment-management-notes/4351504/view>
- <https://lecturenotes.in/subject/450/investment-management-im>
- http://www.universityofcalicut.info/SDE/BBA_finance_investment_mgmnt.pdf

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	S	M	S	S	S	M	S	S
CO3	S	S	S	S	M	S	S	M	S	S
CO4	S	M	S	S	S	S	S	M	S	S
CO5	S	S	M	S	S	S	S	M	M	S

PO – Programme Outcome, CO – Course outcome
 S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Elective

Paper code: CEBA64A

A. Marketing Research

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To learn why marketing managers, use marketing research to help them make better decisions.
2. To define marketing research.
3. To establish the importance of collecting accurate data and the problems in doing so.
4. To understand the concept of sampling techniques in marketing research
5. To study the areas of applying the concept of marketing research

Course Out Comes

1. After studied unit-1, the student will be able to understand scope and concept of marketing research.
2. After studied unit-2, the student will be able to define the Marketing Research process.
3. After studied unit-3, the student will be able to identify the appropriate tool for collecting data.
4. After studied unit-4, the student will be able to choose the correct sampling method.
5. After studied unit-5, the student will be able to apply the concepts of marketing research in sales, product, market and advertising.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	Yes	Yes	Yes
2	Yes	Yes	Yes	Yes	Yes	Yes
3	Yes	Yes	Yes	Yes	Yes	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

Unit-1

Teaching Hours: 15

Introduction to Marketing Research - Definition - Objectives - Growing importance of Marketing Research - Main Divisions of Marketing Research - Uses of Marketing Research - Limitations and Threats to Marketing Research.

Unit-2

Teaching Hours: 15

Marketing Research Process - steps- Problem Definition - Research Purpose - Research Objective - Research Design - data collection methods - research instruments - data analysis - report preparation

Unit-3**Teaching Hours: 15**

Data Collection - Methods of Data Collection - Secondary Data - Sources of Secondary Data - different types of secondary data - sources of external secondary data - Primary Data - Collection of Primary Data - types - structured questionnaire - unstructured questionnaire - Questionnaire - Designing a Questionnaire - determining type of questions - sequencing the questions - revising and pretesting the questions - Interviewing - Interviewing skills on the part of the investigator - observation method - disguised vs undisguised - controlled vs uncontrolled observation - limitations.

Unit-4**Teaching Hours:15**

Basics of Sampling - methods of sampling - Advantages and Limitations of Sampling - Sampling Process - Sampling Techniques - define universe - sampling frame - sampling methods - sampling size - Probability sampling - types - and Non-Probability Sampling - types.

Unit-5**Teaching Hours: 15**

Applications of Marketing Research - Product Research - new product research - test marketing - commercialization - Advertising Research - product appeal research - copy testing - media selection research - Motivation research - nature - kinds of information sought - techniques - limitations of motivation research.

Text book

1. Dr.P. Ravilochanan - Marketing Research - Margham Publications, Chennai.
2. Sharma D.D - Marketing Research - Marketing Research - Sultan Chand and Sons, New Delhi.
3. S.L. Gupta - Marketing Research
4. Harper.W.Boyd, Ralph West Wall, Stanley F. Stasch – Marketing Research – AITBS Publishers, Delhi.
5. 5.Ramanuj Majumdar – Marketing Research.
6. 6.William G. Zikmund, Barry, Babin, Business Research Methods, Cengage India Pvt Ltd.
7. 7.Karl Mc Daniel, Marketing Research Essentials, Wiley.
8. Pamila.S Schindler, Business Research Methods, Mc Graw Hill Education India Pvt Ltd.
9. Rajendra Nargundkar, Marketing Research Text and Cases, Tata Mc Graw Hill Education.
10. 10.Barry Babin, Exploring Marketing Research, South Western College Publishing.

Reference Books

1. Tull and Hawkings - Marketing Research, Pearson Education.
2. Boyd and Westfall- Marketing Research, Richard Irwin INC.
3. David A. Aaker - Marketing Research, John Wiley & Sons.
4. David. J.Luck, Ronald S. Rubin, Marketing Research . Prentice Hall of India. New Delhi.
5. Harper W Boyd-Marketing Resarch Text and Cases , Mc Graw Hill.
6. Paul Hague- Market Research In Practice-Kogan Page; 4th edition
7. 7.Dawn Iacobucci-Marketing Research Methodological foundations-Thomson South Western
8. Prof. Dr.A Mustafa – Marketing Research – AIBTS Publishers Delhi.
9. Naresh K. Malhotra, Satyabhushan Dash- Marketing Research- Pearson Education , New Delhi.
10. Naval Bajpai, Marketing Research, Pearson Education.

Course Material: website links, e-Books and e-journals

- <http://www.pondiuni.edu.in/sites/default/files/MARKETING%20RESEARCH200813.pdf>
- <https://bbamantra.com/market-research-process-techniques/>
- <http://www.gupshupstudy.com/classnotes/management-32/bba-3130/marketing-research-313030>
- [https://gurukpo.com/Content/BBA/Marketing%20Management\(BBA\)P-2.pdf](https://gurukpo.com/Content/BBA/Marketing%20Management(BBA)P-2.pdf)
- http://164.100.133.129:81/econtent/Uploads/Marketing_Research.pdf

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	M	S	M	S	S	M	S
CO2	S	S	M	S	S	S	S	S	S	S
CO3	S	M	S	S	S	S	S	M	S	S
CO4	S	S	M	M	M	M	M	S	M	S
CO5	S	M	S	M	M	M	M	M	M	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Elective

Paper code: CEBA64B

B. Rural Marketing Management

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To enable the students to understand the elements of the unexplored rural market.
2. To identify the significance and strategies of rural market.
3. To equip the students in appropriate concepts and techniques in the area of rural marketing.
4. To understand the marketing mix in the area of rural marketing.
5. To identify the challenges and opportunities in the field of rural marketing.

Course Out Comes

1. After the study of unit-1, the student will be able to explore the special areas in rural marketing environment and to identify opportunities and emerging challenges in upcoming rural markets.
2. After the study of unit-2, the student will be able to aware of categorizing the rural products and branding the products in rural areas.
3. After the study of unit-3, the student will be able to make sound marketing decisions n pricing strategies in rural market.
4. After the study of unit-4, the student will be able to analyse the distribution channels marketing strategies etc in the context of rural markets in India
5. After the study of unit-5, the student will be able to identify the appropriate promotion mix for rural market.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

Unit-I**Teaching Hours: 15**

Understanding rural economy - Defining rural India - Evolution of rural marketing - Rural Market Structure - Constitution of rural market - Size of rural market - rural marketing - concept Rural Market Environment - characteristics of rural consumers - rural vs urban markets - buying decision process - rural marketing information system - potential and size of the rural market - challenges of rural marketing.

Unit-II**Teaching Hours: 15**

Segmentation - definition - bases of segmentation - Product Strategy - concept and classification - Rural Product Categories - New Product Development - Packaging - levels of packaging - Branding in rural India.

Unit-III**Teaching Hours: 15**

Pricing Strategy - what is price? - importance of pricing - significance of price factor - price as a measure of value - multistage price determination process - Rural Pricing Strategy - Market Entry Strategy.

Unit-IV**Teaching Hours: 15**

Channel of Distribution - Evolution of Rural Distribution System - Behaviour of Channels - Prevalent Ideal Rural Distribution Model

Unit-V**Teaching Hours: 15**

Promotion - Promotion Mix - advertising - publicity - personal selling - sales promotion - process of communication in marketing - Creating the Advertisement of Rural Audiences - Rural Media - Conventional and Non- Conventional Media - Innovation in Rural Markets.

Text books

1. P. Kashyap , The Rural Marketing, Perason Education India.
2. C.S.G. Krishnamacharyulur, Rural Marketing - Text and Cases, Perason Education India.
3. Sukhpal Sing, Rural Marketing on Agricultural Inputs, Vikas Publishing.
4. Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008.
5. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi.
6. Bajaj, Chetan, Bajaj Nandhini, Shenoy, Veena, Introduction to Rural Marketing, New Age International Pvt Ltd Publishers.
7. Rural Marketing 16 November MS 611, Help Book Edition.
8. Dinesh Kumar, Rural Marketing Challenges & Opportunities, Sage Publication.
9. Dogra-. Rural Marketing, Tata Mc Graw Hill Education.

Reference Books

1. M. Kamath & R. Ramakrishnamurthy - A Text Book on Rural Marketing, Himalaya Publishers.
2. Shipra Chawla , A Text of Rural Marketing, Dominant Publishers and Distributors.
3. Rama Bijapurkar (2007), We are Like That Only, the logic of Consumer India, Penguin Books
4. Prahalad C.K (2008), Fortune at the Bottom of the Pyramid, Pearson Publication
5. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.
6. U C Mathur, Rural marketing, Text and Cases, 2008, Excel books
7. CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural Marketing, An Integrated Approach, 2006, Pearson Publication.
8. Sanal Kumar, Velayudham, Rural Marketing: Targeting on Non-Urban Consumer, Sage Response.
9. G.Srinivasa Rao, Rural Marketing in India, Anmol Publications.
10. Madhusudan Narayan, Rural Marketing, Scientific Publishers.

E- Materials

- http://www.pondiuni.edu.in/storage/dde/downloads/markiv_rm.pdf
- <http://jnujprdistance.com/assets/lms/LMS%20JNU/MBA/MBA-Rural%20&%20Agri%20Business%20Management/Sem%20III/Rural%20Marketing/Rural%20Marketing.pdf>
- https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_RM_NOTES_2.pdf
- <http://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf>
- https://sg.inflibnet.ac.in/bitstream/10603/74309/4/04_chapter%201.pdf

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S	S	S	S	S	S	S
CO2	S	S	S	S	M	S	S	S	S	S
CO3	S	S	S	M	S	S	S	S	S	S
CO4	S	S	S	S	M	S	S	S	S	S
CO5	S	S	S	M	S	S	S	S	S	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Elective

Paper code: CEBA64C

C. Advertising and Sales Management

Credit: 3

Total Hours per Week: 5

Lecture Hours: 4

Tutorial Hour: 1

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Course Objectives

1. To enable the students to learn the fundamentals of advertising and its strategies.
2. To analyze the creative strategies used in different advertising campaigns and be able to apply the basic principles in designing advertising programs for a given brand or product.
3. To introduce the students to the concepts of media planning and measuring effectiveness of different media.
4. To identify the importance of sales management and salesman oriented promotion techniques.
5. To study the various techniques of sales promotion.

Course out Comes

1. After the study of unit-1, the student will be able to set up advertising objectives and know the legal implications of advertising.
2. After the study of unit-2, the student will be able to design copy of advertisement.
3. After the study of unit-3, the student will be able to select the appropriate media for promotion.
4. After the study of unit-4, the student will be able to know the functions of salesmen.
5. After the study of unit-5, the student will be able to discover and demonstrate various sales promotion technique and their advantages.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

Unit-1**Teaching Hours: 15**

Definition - concept and functions of advertising - types of advertising - evolution and steps in development of advertising - social, economic and legal implications of advertising.

Unit-2**Teaching Hours: 15**

Advertising design - types of advertising appeals - structure of advertisement copy - message strategies - advertising effectiveness - AIDA Model.

Unit-3**Teaching Hours: 15**

Media planning - importance of media - media plan - media objectives - reach and frequency of advertisement - cost of advertisement related to sales - media strategy and scheduling - effectiveness

Unit-4**Teaching Hours: 15**

Sales management - definition- objectives - functions of sales men - qualities and skills of salesmen - personal selling - management of sales territories and Quotas.

Unit-5**Teaching Hours: 15**

Scope and role of sales promotion - definition - objectives of sales promotion - Importance and functions of sales promotion- techniques in sales promotion - online sales promotion.

Text books

1. S. Raj Kumar, V. Rajagopalan Sales and Advertisement Management - - S. Chand and Co
2. G.R. Basotia, N.K.Sharma, Advertising and Sales Management - Mangal Deep Jaipur
3. Chunawallah K.C Sethia, Advertising-Himalaya Publishing House, New Delhi
4. R.S.N.Pillai and Bagavathi,Modern Marketing- (Principles and Practices) S.Chand & Co, New Delhi.
5. S.H. H. Kazmi and Sathish K. Batra Advertising and Sales Promotion, Excel Book India.
6. Still, Cundiff, Goroni – Sales Management, Pearson Education New Delhi.
7. Sanjay Gupta, Pooja Nasa, Advertisement Management,SBPD.
8. Batra Myer, Aaber, Advertisement Management, Pearson India.
9. Mahendra Kumar Padhy, Advertisement Management and Theory And Practice Laxmi Publishers
10. Dr. Martin Khan, C.B and Advertising Management New Age International Pvt.,Ltd.,

Reference Books

1. George Belch, Michael Belch, and KeyoorPurani, Advertising & Promotion - An Integrated Marketing Communications Perspective, Tata Mc Graw Hill,
2. Kruti Shah & Alan DSouza, Advertising and Promotions: An IMC Perspective, Tata Mc Graw Hill,
3. Dr. Varma & Aggarwal Advertising Management, King Books
4. Kotler & Armstrong Principles of Marketing, Prentice-Hall of India, New Delhi.
5. S. A. Chunawalla Advertising: An Introduction Text, Himalayan Publishing House, Mumbai.
6. Wells Burnett Moriarty Advertising Principles and Practice, PHI, New Delhi.
7. S.A. Chunawalla, KC Sethia Foundations of Advertising, Himalayan Publishing House, Mumbai

Course Material: website links, e-Books and e-journals

- http://www.pondiuni.edu.in/storage/dde/downloads/markiv_esp.pdf
- http://ebooks.lpude.in/management/mba/term_3/DMGT507_SALES_AND_PROMOTIONS_MANAGEMENT.pdf
- <http://www.eiilmuniversity.co.in/downloads/Advertising-Management.pdf>
- <http://www.himpub.com/documents/Chapter1060.pdf>
- <http://jnujprdistance.com/assets/lms/LMS%20JNU/MBA/MBA%20-%20Marketing%20Management/Sem%20IV/Advertising%20and%20Sales%20Promotion/Advertising%20and%20Sales%20Promotion.pdf>

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	M	S	S	S	S	S	S	S
CO3	S	S	S	M	S	S	S	S	S	S
CO4	S	S	S	M	S	S	S	S	S	S
CO5	S	S	S	M	S	S	S	S	S	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low

THIRUVALLUVAR UNIVERSITY, VELLORE – 632 115
BACHELOR OF BUSINESS ADMINISTRATION– 2022-2023

Semester: VI

Paper type: Skill based subject

Paper code: CSBA65 Creativity and Innovation Management Credit: 2

Total Hours per Week: 3 Lecture Hours: 2 Tutorial Hour: 1

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Course Objectives

1. To learn What is Creativity
2. To understand the various Thinking Hats Methods
3. To enable practice of Creativity Exercises
4. To understand creative problem-solving techniques: Analogies - Lateral Thinking .
5. To learn the differences between various Creativity Techniques.

Course Outcome

1. After the study of unit-1, the student will be able to define Creativity .
2. After the study of unit-2, the student will be able to think creativity .
3. After the study of unit-3, the student will be able to practice Creativity Exercises.
4. After the study of unit-4, the student will be able to learn Innovation.
5. After the study of unit-5, the student will be able to compare various creativity techniques.

Matching Table

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	YES	YES	YES	YES	YES	YES
2	YES	YES	YES	YES	YES	YES
3	YES	YES	YES	YES	YES	YES
4	YES	YES	YES	YES	YES	YES
5	YES	YES	YES	YES	YES	YES

UNIT– I**Teaching hours: 9**

What is Creativity - Individual and Group Creativity - Convergent Thinking - Divergent Thinking and Generation of Creative Ideas?

UNIT- II**Teaching hours: 9**

Thinking Hats Methods - Redefinition Techniques - Random Stimulus - Generation of Creative Ideas in Groups - Brainstorming - Reverse Brainstorming - Synaptic - Morphological Method.

UNIT– III**Teaching hours: 9**

Creativity Exercises - Mental Gym - The Way the Mind Works - Difference Between Lateral and Vertical Thinking - Attitudes Towards Lateral Thinking - Basic Nature of Lateral Thinking - Techniques - The Generation of Alternatives - Challenging Assumptions.

UNIT- IV**Teaching hours: 9**

Innovation - Suspended judgment - Analogies - Lateral Thinking - What is a Problem - Defined Problems - Creative Problem Solving - Models of Techniques of Creative Problem Solving

UNIT- V**Teaching hours: 9**

Comparison of Creativity Techniques - Mental Gym Quiz - Blocks of Creativity - Fears and Disabilities - Energy for your Creativity - Creative - Making Your Environment More Creative - The Creative Life Quiz - Case Study

Text books

1. Dr.P.Rizwan Ahmed,Creativity and Innovation Management,Margham Publications, Chennai
2. Rastogi - Managing Creativity for Corporate Excellence - Mc Millan
3. Pradip NCTE and Khandwalla - Lifelong Creativity - Tata Mc Graw Hill.
4. Arvind Kumar Bhat – Innovation and Entrepreneurship, Lakshmi Publications Pvt. Ltd.
5. Ashwini Kumar Singh – Creativity and Innovation – Notion Press.
6. Madan Birla – Unleashing Creativity and Innovation, Wiley India
7. Jonathan Littman, Wiley, Tom Kelley, The Art of Innovation, Profile Books.
8. Managing Creativity- Harvard Business School.
9. Dr.M.Adithan – Management of Innovation and Creativity, Atlantic Publishers and Distributors Pvt. Ltd.

Reference Books

1. Davis Gary and Scot - Training creative Thinking - New York Publishers.
2. Edward de Bono - Lateral Thinking -Penguin Publishers.
3. Peter F. Drucker - Innovation and Entrepreneurship, Harper Collins Publishers India.
4. James Harrington – Creativity, Innovation and Entrepreneurship .C Tony Wagner – Creativity Innovation- Scribner.
5. Johnathan A. Plucker, Creativity and Innovation: Theory, Research and Practice, Routledge.
6. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperCollins e-books
7. Brian Clegg, Creativity and Innovation for Managers, Routledge
8. Jonathan A. Plucker Creativity and Innovation Theory, Research, and Practice, Routledge.
9. Michael L. Ray, Rochelle Myers, Creativity in Business, Goodreads
10. S.S. Khanka Creativity and Innovation in Entrepreneurship, Sultan Chand & Sons

Creativity and Innovation Management Wiley online library

E- Materials

- <https://www.cambridgeinternational.org/Images/426483-chapter-4-innovation-and-creativity.pdf>
- <https://www.creativityatwork.com/2014/02/17/what-is-creativity/>
- <https://study.com/academy/lesson/types-of-creativity-descriptions-examples.html>
- <https://www.destination-innovation.com/what-is-the-difference-between-creativity-and-innovation/>

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S	S	S	S	S	S
CO2	S	S	M	S	S	S	S	S	S	S
CO3	S	S	S	M	S	S	S	S	S	S
CO4	S	S	S	M	S	S	S	S	S	S
CO5	S	S	S	M	S	S	S	S	S	S

PO – Programme Outcome, CO – Course outcome

S – Strong , M – Medium, L – Low