

Bachelor of Business Administration (B.B.A)

Syllabus

**CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
(SCHOOL OF DISTANCE EDUCATION)**

ONLINE MODE(OL)

2022 – 2023 onwards

Modified & Approved for SDE vide SCAA Dated 18-06-24 (2022-23 onwards)



BHARATHIAR UNIVERSITY

**(A State University, Accredited with “A” Grade by NAAC,
Ranked 15th among Indian Universities by MHRD-NIRF,
Coimbatore - 641 046, Tamil Nadu, India**

PROGRAMME EDUCATIONAL OBJECTIVES:

Graduates will be capable of making a positive contribution to business, trade and industry in the national and global context
Graduates will be able to apply frameworks and tools to arrive at informed Decisions in profession and practice, striking a balance between business and social dimensions.
Graduates will have a solid foundation to pursue professional careers and take up higher learning courses such as MBA, MCA, MCM, MMM, M.Phil., Ph.D., as well as research.
Graduates with a flair of self-employment will be able to initiate and build upon entrepreneurial ventures or demonstrate intrapreneurship for their employer organizations.
Graduate will recognize the need for adapting to change and have the aptitude and ability to engage in independent and life – long learning in the broadest context of socio-economic, technological and global change.



PROGRAMME OUTCOMES

Develop the knowledge, skill and attitude to creatively and systematically apply the principles and practices of management, accountancy, finance, business law, statistics, HR, operations and IT to management problems and work effectively in modern day business and non-business organizations.
Develop fundamental in-depth knowledge and understanding of the principles, concepts, values, substantive rules and development of the core areas of business such as finance, accounting, marketing, HR, operations along with the tools such as Tally, MS Excel, MS Office, etc.
Demonstrate the critical thinking mindset and the ability to identify and formulate research problems, research literature, design tools, analyse and interpret data, and synthesize the information to provide valid conclusions and contextual approaches across a variety of subject matter.
Exhibit self-confidence and awareness of general issues prevailing in the society and communicate effectively with the accounting, commerce, management, business, professional fraternity and with society at large through digital and non-digital mediums and using a variety of modes such as effective reports & documentation, effective presentations, and give and receive clear instructions.
Function effectively as an individual, and as a member or leader in teams, and in multidisciplinary settings by demonstrating life skills, coping skills and human values.
Analyse the sampling techniques of collecting primary and secondary data and tools and techniques of data.
Understand the methods of collecting primary and secondary data. construction of scaling techniques and determine the steps involved in design of questionnaire. Analyse and preparation of project report for the Functional areas of research.
Determine the functional areas of management such as Production, purchasing, marketing, sales, advertising, finance, human resource system, Industry 4.0 Understand the SERVQUAL of the various service industries.
Analyse the various aspect of business research in the area of marketing, human resource and Finance.
Analyse the various financial and accounting concept including Balance sheet, trial balance, etc.,

PROGRAM SPECIFIC OUTCOMES

Understand of the corporate world
Analyse the theoretical knowledge with the practical aspects of Organizational setting and techniques or management.
Determine conceptual and analytical abilities required for effective decisionmaking.
Understand the dynamic and complex working environment of Business.
Understand the problems faced by the business sector in the Current scenario.
Analyse the ups and downs of the stock market.
Understand the rapid changes of financial services include banking and insurance sectors.
Understand the micro and macro marketing environment.
Understand the international trade procedure and documentation.
Understand the Forms of business organization.
Understand the business correspondence and communication.
Determine the organizational behaviour and its conflict.

SCHOOL OF DISTANCE EDUCATION (ONLINE MODE)**BHARATHIAR UNIVERSITY, COIMBATORE-641 046****B.B.A. (Bachelor of Business Administration)**

(For the students admitted from the academic year 2022-2023 onwards)

Title of the Course	Credits	Examinations		
		CIA	ESE	Total
SEMESTER –I				
Language-I	4	25	75	100
English-I	4	25	75	100
Core I – Principles of Management	4	25	75	100
Core II –Basics of Business and Business Environment	3	20	55	75
Allied Paper I – Mathematics and Statistics for Management	4	25	75	100
SEMESTER –II				
Language-II	4	25	75	100
English-II	4	25	75	100
Core III – Organizational Behavior	3	20	55	75
Core IV – Economics for Executives	4	25	75	100
Allied Paper II –Quantitative Techniques for Management	4	25	75	100
SEMESTER –III				
Core V – Financial Accounting	4	25	75	100
Core VI – Production and Material Management	4	25	75	100
Core VII – Marketing Management	4	25	75	100
Core VIII - PC Software (MS Office) – Practical	3	30	45	75
Allied : III – Business Law	4	25	75	100
SEMESTER –IV				
Core IX - Human Resource Management	4	25	75	100
Core X – Financial Management	4	25	75	100
Core XI – Financial Accounting Package –Tally (Practical only)	3	30	45	75
Core XII –Management Information System	4	25	75	100
Allied : IV– Taxation Law and Practice	4	25	75	100
SEMESTER –V				
Core XIII – Cost & Management Accounting	4	25	75	100
Core XIV – Research Methods for Management	4	25	75	100
Core XV - Advertising and Sales Promotion	4	25	75	100
Core XVI – Business Correspondence	4	25	75	100
Skill Enhancer : Institutional Training	2	10	40	50
Elective –I: Modern Office Management	4	25	75	100
SEMESTER –VI				
Core XVII – Entrepreneurship and Small Business Management	4	25	75	100
Core XVIII - Investment Management	4	25	75	100
Core XIX – Services Marketing	4	25	75	100
Elective –II : Industrial Relations and Labour Laws	4	25	75	100
Elective –III : E-Commerce	4	25	75	100
TOTAL	118	-	-	2950

Credit Score Details

Credit Value of the course	No of Weeks	No. of Interactive Sessions		Hours of Study Material		Self-Study Hours including (SSA) Assessment etc.	Total Hours Of Study (THS) (based on 30 hours per credit)
		Synchronous Online Counselling/Webinars/ Interactive Live Lectures (OCWILL) (1 hour per week)	Discussion Forum/ asynchronous Mentoring (DFM) (2 hours per week)	e-Tutorial (eT) in hours	e-Content (eC) hours		
3 credits	9 weeks	9 hours	18 hours	15	15	33	90
4 credits	12 weeks	12 hours	24 hours	20	20	44	120



First Semester

Course code	PRINCIPLES OF MANAGEMENT	Core -I
Pre-requisite	+2 Commerce	
Course Objectives:		
To inculcate the students with the Knowledge and Understanding of the principles of management and to enable the students to gain valuable insight into the working of business. The course will review the evolution of management thoughts, functions and practices through the focus on Indian experiences, approaches and cases.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Examine and explain the management evolution and how it will affect future managers.	
2	Estimate the conceptual framework of planning and decision-making in day to day life.	
3	Explain the various managerial functions to achieve the goals and objectives of the organization.	
4	Analyze the theories of motivation, leadership and communication in a variety of circumstances and management practices in organizations.	
5	Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.	
Unit:1	FUNCTIONS OF MANAGEMENT	
Overview of Management: Definition –Nature and scope of management-Importance - skills of managers–Levels of Management-Functional areas of management- Evolution of Management thoughts: Contribution of F.W.Taylor, Henri Fayol, Elton Mayo, Peter F.Drucker’s -Management: a science or an art?.		
Unit:2	PLANNING	
Planning: Definition -Nature and purpose – Planning process – Importance of planning – types of plan-Decision making - Definition –steps and process and various types of decisions.		
Unit: 3	ORGANIZING	
Organizing: Definition -Types of organization – Organizational structure –Span of control – use of staff units and committees. Delegation: Delegation and Centralization. Centralization and Decentralization – Staffing : Definition- Sources of recruitment – Selection-Definition – process. Training-Definition-Types.		

Unit:4	DIRECTING
Directing: Definition -Nature and purpose of Directing.- Principles – Motivation - Definition - Theories of Motivation (Maslow’s, McGregor, ERG Theory, Herzberg two factor theory)– Leadership: Definition-Styles – Communication: Definition - Importance of Communication – Methods of Communication – Types – Barriers.	
Unit:5	CONTROLLING
Controlling: Meaning and importance of controlling–control process–Budgetary and non-Budgetary Control Techniques–Requisites of an effective control system Relationship between planning and controlling – Need for co-ordination.	
Text Book(s)	
1	Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition, 2007.
2	Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India, 8 th edition.2005
Reference Books	
1	Harold Koontz, Heinz Wehrich and Mark V Cannice, 'Management -A global perspective, Prentice hall, 2005
2	P.C.Tripathi&P.NReddy,PrinciplesofManagements-TataMc.GrawHill-NewDelhi,2012

Course code	BASICSOFBUSINESS&BUSINESS ENVIRONMENT	Core –II
Pre-requisite	+2 Commerce	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. To outline how an entity operates in a business environment 2. To analyze the various economic conditions and effects of government policy on business performance 3. To explain the legal framework that regulates the business and industry 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Develop an understanding on the gamut of business activities	
2	Explain the intricacies in starting a business and knowing the suited business form	
3	Design a business model in order to analyze its sustainability	
4	Comprehend the environmental factors that are conducive /detrimental to the respective businesses	
5	Have a simple and basic comprehension of the international scenario with regard to borderless business world	
Unit:1		
INTRODUCTION TO BUSINESS		
Business Basics: Nature and Purpose of Business–Characteristics of Business– Comparison among Business, Profession and Employment – Various types of Industry – Compare Industry with commerce–Forms of business Organisation- Sole traders, partnership, Joint Hindu family firm- Joint Stock Companies – Cooperative Organisations - Public Utilities and Public Enterprises.		
Unit:2		
BUSINESS AND ECONOMIC SYSTEM		
Business and Economic System – Capitalism, Socialism, Communism and mixed economy – Different sectors of the economy and Role of businesses in it – Different stakeholders of business firm–factors of production–Business model Meaning & example– Business Risks & their causes – Steps in Starting a Business – Qualities of Entrepreneur.		
Unit:3		
BUSINESS SERVICES		
Business Services – Goods & Services distinguished – Banking, Insurance & Warehousing–Traditional Business to newer e-Business–Benefits of switching over to electronic mode– Cautions to be taken.		

Unit:4	BUSINESS ENVIRONMENT AND ANALYSIS
Business Environment: Concept, characteristics of environment. Environmental Analysis – Need & diagnosis, Business environment–potential competitors, Rivalry– external environment Economic, political & legal environment, technological and socio cultural environment, International environment.	
Unit:5	IMPACTS OF LPG
Liberalisation - Meaning - Privatization - Benefits & pitfall - Globalization – Meaning & rationale for Globalization – Role of WTO & GATT – Trading blocks in Globalization – Impact of Globalization on India.– Business & Society- Social Responsibilities of business towards different groups.	
Text Book(s)	
1	Nikita Sanghvi, Business Environment and Entrepreneurship, CS-FOUNDATION Taxmann; 2015 ISBN-13: 978-9350716236
2	Francis Cherunilam, Business Environment-Himalaya Publishing House, New Delhi
Reference Books	
1	William A Pride, Robert J. Hughes, and Jack R. Kapoor, (ISBN-13: 9781285193946) Foundations of Business, (5th Edition) Cengage Learning Higher Education
2	Del, Global Business Foundation Skill Students Handbook Cambridge University Press ISBN-13: 978-8175967830
3	Laura Dias, Amit Shah, Introduction to Business, McGraw Hill Education (India) Private Limited 2012 ISBN-13: 978-1121085084

Course code	MATHEMATICS AND STATISTICS FOR MANAGEMENT	Allied - I
Pre-requisite	+2 Business Maths	
Course Objectives:		
To make the students to understand the process of solving mathematics and interpret the final results and to train the students to apply the mathematical and statistical tools and techniques while solving business problems in their career. The course will also serve as a prerequisite for post graduate and specialized studies and research.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Solve systems of linear equations by use of the matrix	
2	Be able to find the nature (maximum and minimum) of a turning point	
3	Outline the meaning of marginal revenue and marginal cost and their relevance for firm's profitability.	
4	Understand and compute the sampling distributions, sampling distributions of means and variances (S^2) and the t- and F-distributions	
5	Summarize a regression analysis, and compute and interpret the coefficient of correlation.	
Unit:1		
MATRICES		
Matrices: Fundamental ideas about matrices and their operational rules – Matrix multiplication Inversion of square matrices of not more than 3rd order- solving system of simultaneous linear equations.		
Unit:2		
SET THEORY AND MATRICES		
Set theory – Introduction - Types of sets - set operation - Venn Diagrams - Mathematics of Finance - Simple and Compound Interest.(Simple problemsonly)		
Unit:3		
STATISTICAL METHODS		
Meaning and Definitions of Statistics - Scope and Limitations. Collections of data – primary data and secondary data - Presentation of data by Diagrammatic and Graphical Method - Formation of Frequency Distribution. Measures of Central tendency - Arithmetic Mean, Median and Mode.		

Unit:4	MEASURES OF VARIATION
Measures of Variation : Standard, Mean and Quartile deviations-Co efficient of variation. Simple Correlation - Karl Pearson’s Co-efficient of correlation – Rank correlation - Regression lines.	
Unit:5	ANALYSIS OF TIME SERIES AND INDEX NUMBER
Analysis of Time Series: Methods of Measuring Trend - Index number – Unweighted and Weighted indices–Tests of index numbers–Consumers price and cost of living indices.	
Questions in theory and problems carry 20% and 80% marks respectively Problems need to be simple keeping students’ non-mathematical background	
Text Book(s)	
1	S.P. Gupta (S.P.): “Statistical Methods”, Sultan Chand & Sons, 34th Edition,2007
2	Richard Levin & David Rubin, “Statistics for management”, Prentice Hall, 2008
Reference Books	
1	Sundaresan and Jayaseelan- An Introduction to Business Mathematics and Statistical Method
2	P.R.Vittal, “Business Mathematics”,Margham publications 2nd edition,2003.
3	S.P.Rajagopalan and R.Sattanathan,business statistics and Operation Research,Tata Mcgraw-Hell publishing company Ltd.,2nd edition,2009.



**Second
Semester**

Course code	ORGANISATIONAL BEHAVIOUR	Core III
Pre-requisite	+2 Commerce	
Course Objectives:		
The main objectives of this course are to make the students to understand Organizational psychology & personality of people and gain knowledge on belief, values and human motivation, leadership, theories of leadership, counseling, idea generation for problem solving and innovation. And students are prepared to deal with groups and for conflict identification and resolution.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Analyze the individual and group behavior; and understand the implications of organizational behaviour on the process of management	
2	Identify various theories of motivation from the past and to evaluate motivational strategies used in a variety of organizational settings	
3	Enhance productivity of the organization by ensuring required job satisfaction and employee attitude.	
4	Understand the supervisory effects on performance and to train supervisors by understanding different supervision styles.	
5	Evaluate the appropriateness of various leadership styles and counseling methods	
Unit:1		
ORGANISATIONAL PSYCHOLOGY		
Importance and scope of organisational psychology – Individual differences - Intelligence tests Measurement of intelligence - Personality tests - nature, types and uses.		
Unit:2		
PERCEPTION		
Perception - Factors affecting perception - Motivation - theories - financial and non- financial motivation - techniques of motivation - Transactional Analysis - Brain storming.		
Unit:3		
JOB SATISFACTION		
Job satisfaction - meaning – factors, Morale - importance - Employee attitude and behavior and their significance to employee productivity - Job enrichment - job enlargement.		
Unit:4		
GROUP DYNAMICS		
Hawthorne Experiment - importance - Group Dynamics – Cohesiveness. Conflict - Types of Conflict – Resolution of conflict - Sociometry - Group norms – supervision - style – Training for supervisors.		

Unit:5	LEADERSHIP AND COUNSELING
Leadership-types-theories–Trait,ManagerialGrid,Fiedder’scontingency.Counseling– meaning - Importance of counselor - types of counseling - merits of counseling	
Text Book(s)	
1	L.M. Prasad – Organisational Behaviour. Latest edition
Reference books	
1	Keith Davis - Human Behaviour at Work
2	Ghos - Industrial Psychology
3	Fred Luthans – Organisational Behaviour

Course code	ECONOMICS FOR EXECUTIVES	Core - IV
Pre-requisite	+2 Economics	
Course Objectives:		
The main objectives of this course are to make the students to understand the objectives of business firms, Demand analysis and Elasticity of demand, BEP Analysis and further to make them familiarize about types of competitions and price administration and enhance their knowledge about Government and Business.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Apply the objectives of business firms, demand analysis and elasticity of demand in daily life and in their career.	
2	Identify the effective applications of factors of production and BEP Analysis	
3	Understand the determination of the Price, Market structure and competition.	
4	Analyze various theories of wages, Interest and profit in Business field.	
5	Evaluate the performance of the Government sector in India.	
Unit:1		
DEMAND ANALYSIS		
Objectives of business firms–Profit Maximization–Social responsibilities–Demand analysis– Law of Demand - Elasticity of demand.		
Unit:2		
BEP ANALYSIS		
Production function - Factors of production - Law of diminishing returns and Law of variable proportions. Cost and Revenue Curves – Break-even-point (BEP) analysis.		
Unit:3		
MARKET STRUCTURE		
Market structure and prices - Pricing under perfect Competition - Pricing under Monopoly -Price discrimination - Pricing under Monopolistic competition - Oligopoly.		
Unit:4		
ECONOMIC THEORIES		
Pricing under factors of production; wages - Marginal productivity theory - Interest - Keynes's Liquidity Preference theory – Theories of Profit - Dynamic theory of Profit – Risk Theory - Uncertainty theory.		
Unit:5		
GOVERNMENT AND BUSINESS		
Government and Business - Performance of public enterprises in India - Price policy in public utilities, Public sector–Goals–Types and classification– Evolution and objectives of public sector in India.		
Text Book(s)		
1	Sankaran - Business Economics	
Reference books		
1	Markar etal - Business Economics	
2	Sundaram K.P & Sundaram – Business Economics	

Course code	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	Allied - II
Pre-requisite	MATHEMATICS AND STATISTICS MANAGEMENT	
Course Objectives:		
The main objective of this course is to make the students to gain knowledge about various concepts of Operations Research and to identify and develop operational research models from the verbal description of the Real system and train them to apply the operations research tools that are needed to solve optimization problems.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Define and formulate linear programming problems and evaluate their Applications	
2	To understand concepts and terminology of Linear Programming from formulation of mathematical models to their optimization using Simplex Method	
3	To comprehend the concept of a Transportation Model and develop the initial solution and optimality checking of the solution	
4	To apply the strategies of game theory and to make better decisions while solving business problems	
5	Use critical path analysis and programming evaluation and review techniques for timely project scheduling and completion.	
Unit:1	INTRODUCTION TO OPERATION RESEARCH	
Introduction to Operations Research – Meaning – Scope – Applications - Limitations. Linear programming-Mathematical Formulation- Application in management decision making (Graphical method only).		
Unit:2	TRANSPORTATION AND ASSIGNMENT PROBLEMS	
Transportation problems: Introduction- Finding Initial Basic Feasible solutions-moving towards optimality (non degenerate only) – Maximization in transportation problem- Unbalanced transportation problem. Assignment problem: Introduction –Hungarian Assignment method – Maximization in Assignment problem – Unbalanced Assignment problem.		
Unit:3	GAME THEORY	
Game theory: Concept of Pure and Mixed strategies – solving 2 x 2 matrices with and without saddle point. Graphical solution - mx2 and 2xn games. Solving games by Dominance Property.		

Unit:4	NETWORK ANALYSIS
CPM–Principles–Construction of network- Critical path –Forward pass– Backward pass computations–PERT – Time scale analysis - probability of completion of project – types of floats.	
Unit:5	REPLACEMENT THEORY
Theory of Replacement – Introduction - Replacement models –Replacement of items that deteriorates gradually (value of money does not change with time)	
Text Book(s)	
1	P. K. Gupta, Man Mohan, Kanti Swarup: “Operations Research”, Sultan Chand, 2008.
2	J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited, fifth edition.2013
Reference Books	
1	Kanti Swarup, P.K.Gupta and Man Mohan – Operations Research
2	Sundaresan V, Ganapathy K.S, Ganesan K, Resource Management Technique- Lakshmi Publications, 2003.



**Third
Semester**

Course code	FINANCIAL ACCOUNTING	Core V
Pre-requisite	+ 2 Accounting	
Course Objectives:		
This course will is to enable the students to acquire knowledge of accounting concepts, principles and practices which provide insight for the students to apply in the business administration in order to manage and be effective in decision making in the functional areas like financial and accounting transactions.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Recall the accounting concepts and understand the rules of double entry system, journalizing and posting to ledger in the business transactions.	
2	Interpret the trial balance; identify the errors and to reconcile the bank statement by cash book.	
3	Summaries the manufacturing, trading, profit & loss account and balance sheet with the support of financial and accounting transactions.	
4	Illustrate the accounts for non-trading institutions through income & expenditure, receipts & payments along with the methods of depreciation.	
5	Classify the sections of accounting statements from incomplete data	
Unit:1	ACCOUNTING FUNDAMENTALS	
Accounting, meaning, definition, objectives, scope, basic, terms, accounting principles, branches of accounting, uses & limitations of Accounting, Concepts & Conventions, Accountings uses, Accounting information, Accounting equations – Meaning of accounting equation, compensation of accounting, effects of transactions.		
Unit:2	PREPARATION OF JOURNAL, LEDGER AND TRIAL BALANCE AND & ACCOUNTING ERRORS	
Basic Accounting Procedure – Journal, rules of debit & credit, method of journalizing, advantage, double entry system – its advantage, ledger, meaning, utility, posting entries. Practical system of book keeping – Cashbook, types of cash book, Single column, double column, entries, Trial Balance, Objective, preparation, errors & rectification, Suspense Accounting – meaning, utility & preparation. Accounting Errors: Meaning and Types of errors, Rectification of errors		
Unit:3	BANK RECONCILIATION STATEMENT AND METHODS OF DEPRECIATION	
Bank Reconciliation:- Meaning, causes of differences, need & importance, preparation & presentation of BRS, Depreciation – meaning, methods of charging depreciation, problems		
Unit:4	PREPARATION OF FINAL ACCOUNTS	
Final Accounts – Meaning, need & objectives, types – Trading Account – Meaning, need & preparation, Profit & loss Account – meaning, Need & preparation, Balance Sheet- Meaning,need & Preparation, Final Accounts with adjustment entry. Problems		

Unit:5	PREPARATION OF FINAL ACCOUNTS OF JOINT STOCK COMPANIES (AS PER THE FORMAT OF THE INDIAN COMPANIES ACT)
Preparation of statement of profit and loss – balance sheet – schedules – Indian Accounting standards (up to IAS - 8)	
Note: (Theory and problems may be in the ratio of 20% and 80% respectively)	
Text Book(s)	
1	T.S.reddy&A.murthy-Financial Accounting, Margham Publications.-6th edition,2012
2	Dr.S.N.Mageswari- Financial Accounting, Vikas Publishing house.-jan2012
Reference Books	
1	Shukla & Grewal's Financial Accounting · M C Shukla , T S Grewal & S C Gupta. S. Chand Publishing.
2	Financial Accounting V-dorling Kindersley-1st edition,2010
3	Jain & Narang-kalyani Financial Accounting publishers;12th edition.2014.

Course code	PRODUCTION AND MATERIALS MANAGEMENT	Core VI
Pre-requisite	Principles of Management	
Course Objectives:		
The main objectives of this course are to: The production and materials management provides an introduction to process of production management, production planning and control, effective material handling, materials management and maintenance management, helps to understand the import purchase procedures, storekeeping, Total Quality Management, Quality Control and procedure for getting an ISO.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Enumerate the production processes and production planning and control.	
2	Describe the importance of materials management function in an organization, and how it can help in integrating various plans and reduce the material related costs.	
3	Describe the material management, domestic and import purchase procedures and vendor rating and development.	
4	Outline management issues in receiving, stores, traffic and transportation, warehousing and physical distribution	
5	Discuss about the quality control, Total Quality Management, Bench marking and ISO	
Unit:1	PRODUCTION MANAGEMENT	
Production Management - Functions - Scope - Plant location - Factors - Site location – Plant layout - Principles - Process - Product layout. Production Planning and control - Principles -Meaning - Routing - Scheduling - Dispatching - Control.		
Unit:2	MATERIALS HANDLING & MAINTENANCE	
Materials Handling - Importance - Principles - Criteria for selection of material handling equipments. Maintenance - Types - Breakdown - Preventive - Routine - Methods study –Time study - Motion study.		
Unit:3	MATERIALS MANAGEMENT	
Organisation of Materials Management - Fundamental Principles - Structure – Integrated materials management. Purchasing – procedure - principles - import substitution and import purchase procedure. Vendor rating - Vendor development .		
Unit:4	INVENTORY CONTROL	
Function of Inventory - Importance - Tools - ABC, VED, FSN Analysis - EOQ – Reorder point - Safety Stock - Lead time Analysis. Store keeping - Objectives - Functions – Store keeper – Duties – Responsibilities, Location of store - Stores Ledger - Bin card.		

Unit:5	QUALITY CONTROL AND ISO IMPLEMENTATION
Quality control - Types of Inspection - Centralised and Decentralised. TQM: Meaning - Objectives - elements – Benefits. Bench marking: Meaning - objectives – advantages. ISO: Features - Advantages - Procedure for obtaining ISO.	
Text Book(s)	
1	P Saravanavel and S Sumathi “ Production and materials Management”, Margham Publications, 2013
2	Chitale, A.K. and Gupta, R.C. “Materials Management - Text and Cases” Prentice Hall of India Private Limited, New Delhi, 2006.
Reference Books	
1	DATTA. A.K . “Materials Management, Procedures, Text and Cases”: Prentice Hall of India Pvt. Ltd., New Delhi, 2nd Edition, 2006
2	M.M. Varma, 2012. Materials Management. Jain Book Agency Publishers, 4 th Edition.

Course code	MARKETING MANAGEMENT	Core VII
Pre-requisite	Principles of Management	
Course Objectives:		
<ol style="list-style-type: none"> 1. To introduce the role and importance of marketing in business world. 2. To develop marketing skills and career. 3. To understand the channel, methods of marketing and its impact in organization 4. To apply and develop marketing research, customer relationships and value through branding, packaging, and demonstration. 5. To provide knowledge and demonstrate e-marketing forms and benefits in marketing 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Recognize the significance of marketing and its role in economic development	
2	Recognize how market strategy works, market segmentation and product mix have impact on buying behavior	
3	To apply marketing concepts, pricing for the development of marketing function.	
4	Analyze and perform the functions of marketing in organisation.	
5	Demonstrate the critical thinking skills and analyze e-marketing in the Indian context.	
Unit:1	INTRODUCTION TO MARKETING	
Marketing: Introduction, objectives, Scope and Importance. Types of Market, Core Concepts of Marketing, Functions of Marketing, Marketing Orientations and Marketing Environment		
Unit:2	CONSUMER BUYING BEHAVIOR	
Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buying Motives, Buyer Behaviour Models		
Unit:3	PRODUCT CONCEPTS	
The Product - Types -consumer goods-industrial goods, Product Life Cycle (PLC) - Product mix –product item and product line - modification & elimination - packing - Developing new Products- strategies.		
Unit:4	PRICING CONCEPTS	
Pricing: Meaning to Buyer & Seller - pricing policies – Objective factors influencing pricing decisions - Competitors action to price changes – multi product pricing- Physical distribution- Management of physical distribution - marketing risks		
Unit:5	MARKET SEGMENTATION	
Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition.		

Text Book(s)	
1	Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2	Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
Reference Books	
1	Marketing Management - Ramasamy & Namakumari - Macmillan India, 2002.
2	Case and Simulations in Marketing - Ramphal and Gupta - Goltatia, Delhi

Course code	BUSINESS LAW	Allied - III
Pre-requisite	Basic Legal rules	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. To provide the brief idea about the frame work of Indian Business Laws 2. To enable the students to acquire knowledge of legal aspects of business 3. To promote the understanding of various legislations relating to business 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Develop an understanding on business law in the global context.	
2	Knowing the relevant legal terms in business	
3	Construct the relationship of ethics and law in business	
4	Applying basic principles of law to business and business transactions	
5	Implementing current law, rules, and regulations related to settling business disputes	
Unit:1		
LAW OF CONTRACT		
Contracts - Essentials of Contract - Agreements - Void - voidable and illegal contracts – Express and implied Contracts - Executed and Executory Contracts - Absolute and contingent contracts -Offer - Legal rules as to offer as to offer and lapse of offer - Acceptance - and rules as to acceptance - to create legal relation - Capacity of parties to create contract.		
Unit:2		
CONSIDERATION IN LAW		
Consideration - Legal rules as to Consideration - Stranger to a Contract and exceptions - Contract without consideration - Consent - Coercion - undue influence – misrepresentation - fraud - mistake of law and mistake of fact. Legality of Object - Unlawful and illegal agreements - Effects of illegality - Wagering Agreements.		
Unit:3		
AGREEMENT AND SALE		
Agreement opposed to public policy - Agreements in Restraint of trade - Exceptions – void agreements - Restitution - Quasi-contracts - Discharge of contract - Breach of contract - Remedies for breach of Contract. Formation of contract of sale - Sale and agreement to sell –Hire purchase agreement - Sale and bailment.		
Unit:4		
SALES CONTRACTS		
Capacity to buy and sell - Subject matter of contract of sale - Effect of destruction of goods - Documents of title to goods - conditions and warranties - Rules of Caveat - Emptor - Exceptions- Transfer of property - Goods sent on approval - FOB, CIF, FOR and Ex-ship contracts of sale -Sale by non - owners - right of lien - termination of lien - right of resale -right of stoppage in transit - Unpaid Vendor's rights.		

Unit:5	CONTRACT OF AGENCY
Creation of agency - Classification of agents - relations of principal and agent - delegation of authority - relation of principal with third parties - personal liability of agent - Termination of agency.	
Text Book(s)	
1	N.D. Kapoor - Elements of Mercantile Law
2	Pillai & Bhagavathi- Business Law
Reference Books	
1	M.C. Shukla - A Manual of Mercantile Law
2	Pandia R. H. - Mercantile Law
3	K.P.Kandasami - Banking Law & Practice

Course code	PC software (MS OFFICE) – PRACTICAL	Core - VII
Pre-requisite	Basic Computer Knowledge	
Course Objectives:		
Office tools course would enable the students in crafting professional word documents, excel spread sheets, Power Point presentations using the Microsoft suite of office tools. To familiarize the students preparation of documents and presentations with office automation tools		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Use Microsoft Office programs to create personal, academic and business documents following current professional and/or industry standards.	
2	Create scientific and technical documents incorporating equations, images, tables, and bibliographies.	
3	Develop technical and scientific presentations which use charts and visual aids to share data.	
4	Build spreadsheets to perform calculations, display data, conduct analysis, and explore.	
5	Design and construct databases to store, extract, and analyze scientific and real-world data.	
Unit:1	WORD	
Introduction to Word Processing - features, creating, saving and opening documents in Word. Overview of word menu options - word basic tool bar. Editing and Formatting: Paragraph formats, aligning text and paragraph, borders and shading - headers and footers. Insert options: - insert picture – smart art – superscript & subscript – mathematical formulas– special characters – columns. Tables - creating table - graphics – importing graphics –clipart - insert picture. Mail Merge: mail merge concept - merging data source and main document. Design: Cover page of a book – Business cards, Index page.		
Unit:2	POWER POINT	
Introduction to Power Point basics – terminology - getting started with power point window – menus and tool bars- creating presentations - using auto content wizard - using blank presentation option - using design template option. Working with slides -make new slide, move, copy, delete, duplicate, lay outing of slide- applying transition and animation effects. Editing and formatting text: alignment, editing, inserting, deleting, selecting, formatting of text, bullets, footer, paragraph formatting.		
Unit:3	EXCEL	
Worksheet basics- Features of MS Excel – spread sheet / worksheet, workbook creating worksheet, entering data into worksheet- parts of MS excel window - toolbars and menus, keyboard shortcuts - Entering and editing		

data in worksheet – cell range – formatting – auto fill –formulas and its advantages. Charts – graphs.	
Unit:4	ACCESS
Introduction to Databases- Why use a Relational Database, concept of primary key relationship- Creating and Working with a Database -Creating a New Database- Creating a Table-Modifying a Table-Creating a Query-Sorting a Query- Creating a Form with the Form Wizard-Creating a Report with the Report Wizard-Creating Mailing Labels with the Label Wizard-Converting an Access Database	
Text Book(s)	
1	Peter Weverka- MS office for dummies, Wiley & Sons



Course code	HUMAN RESOURCE MANAGEMENT	Core - IX
Pre-requisite	Principles of Management	
Course Objectives:		
1. To provide the students with knowledge on concepts, theories, scope and development of Human Resource Management practice at both National and global level.		
2. To understand human relation skills of drafting a Job Description, Job Specification, Job Design.		
3. To produce information regarding the effectiveness of recruiting methods, selection procedures and make appropriate staffing decisions.		
4. To develop a training program using a useful framework for evaluating training needs, designing a training program, and evaluating training results and evaluate a company's implementation of a performance-based pay system.		
5. To gain knowledge HRM and its significance in business.		
Expected Course Outcomes:		
On the successful completion of the course, students will be able to:		
1	Analyze the process of Job analysis and its importance as a foundation of human resource management practice.	
2	Understand the Human resource planning	
3	Apply the policies and practice of the primary areas of human resource management, including staffing, training and compensation.	
4	Understand the importance of career planning and succession planning	
5	Apply the policies and practice of the primary areas of human resource management, including staffing, training and compensation	
Unit – 1	CONCEPT OF HUMAN RESOURCE MANAGEMENT	
Human Resource Management - meaning, nature, scope and objective – Functions of HRM - The Role & status of HR manager - Organisation of HR department – Strategic HRM		
Unit – 2	HUMAN RESOURCE PLANNING	
Human Resource Planning – Job Analysis – Importance & benefits - Job analysis process-- Job description – Role analysis - Job specification		
Unit – 3	RECRUITMENT AND SELECTION	
Recruitment and Selection - Factors affecting Recruitments, Sources of Recruitment – Alternative to Recruitment – Definition and Importance of Selection, Stages involved in Selection Process – Types of Selection Tests and Types of Interviews		
Unit – 4	TRAINING AND DEVELOPMENT	
Meaning and benefits of Induction, Content of an Induction Program –Training and Development.– Performance appraisal - Job evaluation and merit rating - Promotion - Transfer and demotion		

Unit - 5	CAREER PLANNING & DEVELOPMENT
Career Planning & Development – Stages in Career Planning – Internal and External Mobility of Employees — Meaning and Sources of Employee Grievance – Grievance Handling Systems – Meaning & Process of Collective Bargaining – Indiscipline, Settlement Machinery of Industrial Conflicts.	
Text Book(s)	
1	Subba Rao. P, Personnel and Human Resource Management (Text and cases) Himalaya Publishing House 2010
2	C.B. Gupta Human resource Management Sultan Chand & sons 2011
Reference Books	
1	Rao, S. (2014). - Essentials of Human Resource Management & Industrial Management: Text & Cases. New Delhi: Himalaya Publication.
2	VSP. Rao - Human Resource Management
3	B.Nandhakumar - Industrial Relations Labour Welfare and Labour Laws -Vijay Nicole Imprints

Course code	FINANCIAL MANAGEMENT	Core - X
Pre-requisite	Financial Accounting	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To acquire the knowledge of Financial Management. 2. To learn different concepts of Financing Decisions. 3. To enable awareness on the Capital Structure in which Financial Management operate. 4. To develop an understanding of tools on Working Capital Management. 5. To provide knowledge using concepts, methods & procedures involved in Budgeting. 		
Expected Course Outcomes:		
On the successful completion of the course, students will be able to:		
1	Use business finance terms and concepts while communicating.	
2	Explain the financial concepts used in making financial management decision.	
3	Use effective methods to promote respect and relationship for financial deals.	
4	Utilize information to maximize and manage finance.	
5	Demonstrate a basic understanding of Budgeting.	
Unit:1	FINANCE FUNCTIONS	
Finance Functions: Definition and Scope of Finance Functions - Objectives of Financial Management - Profit Maximization and Wealth Maximization. Sources of Finance - Short term - Bank sources – Long term - Shares – Debentures - Preferred Stock – Debt.		
Unit:2	INVESTMENT AND FINANCING DECISIONS	
Investment Decisions: Long-term and Short-term – capital budgeting and appraisal techniques – Payback -ARR – NPV – IRR –Profitability Index. Financing Decisions: Cost of Capital - Cost of Specific Sources of Capital - Equity -Preferred Stock Debt - Reserves - Weighted Average Cost of Capital, Operating Leverage and Financial Leverage.		
Unit:3	CAPITAL STRUCTURE THEORY	
Capital Structure Planning – EBIT-EPS analysis – MM Theory of Capital structure		
Unit:4	DIVIDEND DECISIONS	
Dividend and Dividend policy: Meaning - Sources available for Dividends - Dividend Policy- Determinants of Dividend Policy – Models: Gordon		
Unit:5	WORKING CAPITAL MANAGEMENT	
Working Capital Management: Working Capital Management - concepts - importance - Determinants of Working capital. Cash Management: Motives for holding cash – Objectives and Strategies of Cash Management. Receivables Management: Objectives - Credit policies.		
(Theory carries 80% Marks, Problems carry 20% Marks)		

Text Book(s)	
1	I. M. Pandey - Financial Management
2	P.V. Kulkarni - Financial Management
Reference Books	
1	S.N. Maheswari - Management Accounting
2	Khan and Jain - Financial Management

Course code	FINANCIAL ACCOUNTING PACKAGE TALLY ERP 9 - PRACTICAL		Core XI
Pre-requisite	Financial Accounting		
Course Objectives:			
The main objectives of this course are:			
<ol style="list-style-type: none"> 1. To acquire the knowledge of Financial Management. 2. To learn different concepts of Financing Decisions. 3. To enable awareness on the Capital Structure in which Financial Management operate. 4. To develop an understanding of tools on Working Capital Management. 5. To provide knowledge using concepts, methods & procedures involved in Budgeting. 			
Expected Course Outcomes:			
On the successful completion of the course, students will be able to:			
1	Understand basic Accounting concepts and principles		
2	Be able to generate Accounting and Inventory Masters, Vouchers and Basic Reports in Tally		
3	Understand Advanced Accounting and Inventory in Tally. ERP 9		
4	Have an understanding of Advanced Accounting and Inventory in Tally. ERP 9		
5	Understand basic concepts and practical application of VAT, CST, TDS and Service Tax		
Unit:1			
INTRODUCTION			
Introduction to TALLY ERP 9- Salient features – Accounting Features – Enhancements – Hardware Requirement- Components of TALLY ERP 9 – Creation and Alteration of Company.			
Unit:2			
STOCK GROUPS			
Introduction to Stock Groups- Stock Categories – Stock Items- Godowns – Units of Measurement.			
Unit:3			
GROUPS			
Introduction to Groups – Ledgers – Voucher Type – Purchase Orders- Sales Orders – Invoices.			
Unit:4			
REPORTS			
Reports in TALLY ERP 9 –Working with Balance Sheet- Profit & Loss Account- Stock Summary Report – Ratio Analysis – Trial Balance – Day Book. Introduction to Payroll – Employee Categories – Employee Groups – Employees- Attendance Production types- Pay Heads- Payroll Vouchers Entry/ Transactions – Payroll reports.			

Unit:5	SERVICE TAX
Introduction to Service Tax – Tax Collected at Source- Tax Deducted at Source- Value Added Tax –Goods and Service Tax- Activating GST for your company- Deactivating VAT, Excise and Service Tax Features – Creating Tax Ledger- Expense Ledger- Party Ledger.	
Text Book(s)	
1	Tally Education Pvt. Ltd., Official Guide to Financial Accounting Using Tally.ERP 9 with GST
2	Soumya Ranjan Behera, Learn Tally.ERP 9 with GST, BK Publications Private Ltd, Bhubaneswar, 2017

Course code	MANAGEMENT INFORMATION SYSTEM	Core - XII
Pre-requisite	Basic Computer Knowledge	
Course Objectives:		
<ol style="list-style-type: none"> 1. Provide students with comprehensive knowledge and technical skills needed to successfully participate in and support the increasingly applied role of information technology in corporate decision making. 2. Enable students to conceptualize and manage the specification, design and implementation of applied information systems. 3. Provide the knowledge of contemporary issues related to the field of managing information systems. 4. Develop technical knowledge and skills required to work effectively in a profession. 5. Enhance self-confidence, ability to make proper decisions and effective communication. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Apply modern tools, techniques and technology in a functional and productive manner in Professional Activities.	
2	Analyze, Design, Construct, Implement and Maintain, Usable, Reliable and Cost-Effective Information Systems (IS) that support Operational, Managerial and Strategic activities of Organizations.	
3	Study and evaluate existing manual and automated business processes and identify opportunities for re-engineering and/or automation.	
4	Coordinate confidently and competently with the user community in IS requirements analysis/design activities, provide guidance and technical support to end user computing activities.	
5	Analyze the impact of computing on individuals, organizations and society, including ethical, religious, legal, security and global policy issues.	
Unit:1	INTRODUCTION TO INFORMATION SYSTEMS	
Introduction to Information Systems - Definition - Features - Steps in Implementing MIS - Need for Information - Information System for Decision Making - MIS as Competitive Advantages – MIS structures.		
Unit:2	MIS FUNCTION	
MIS - Strategic information system - MIS support for Planning - Organizing – Controlling- MIS for specific functions - Personnel, Finance, Marketing, Inventory and Production. Data Base Management System Models - Hierarchical - Network – Relational.		
Unit:3	HARDWARE AND SOFTWARE	
Computer Hardware - Description of Electronic Computers – CPU operations - Classification of Computers - Main - Mini - Workstations - Micro Computers – Super Computers - Personal Computers. Computer Software - Types of Software – Data Representation in Computers. Introduction to Client - Server.		

Unit:4	INPUT AND OUTPUT DEVICES
Input devices - mouse - touch screens - MICR - OCR - keyboard - pen based Input - digital scanners - voice input devices - sensors. Output devices - impact printers - nonimpact printers - video display terminals - plotters - voice output devices. Secondary storage devices- magnetic disk, floppy, magnetic tape, optical disk storage – CD-ROM.	
Unit:5	TELECOMMUNICATION REVOLUTION
Telecommunication revolution - Introduction to Email, internet, intranet and teleconferencing, www architecture, Introduction to E-Commerce - models B_B and B_C. EDI - EDI applications in business. Electronic payment of cash: smart cards - credit cards.	
Text Book(s)	
1	Robert G. Murdick and Joel E. Ross. Management Information System
2	Management Information System - James O brien
3	Management Information System - Gordon B Davis
Reference Books	
1	Management Information System- A Contemporary Perspective - Kenneth C. Laudon & Jane P. Laudon, Prentice Hall.
2	Computer Applications in Business - Subramanian K

Course code	TAXATION LAW AND PRACTICE	Allied - IV
Pre-requisite	Business Law	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. On successful completion of this course, the students should have understood Principles of Direct and Indirect Taxes. 2. Students will acquire knowledge on Calculation of Tax Procedures. 3. Provide students with knowledge on tax Procedures and Tax Authorities. 4. To provide knowledge on the administration of Indirect taxes and constitutional framework of GST 5. Acquire knowledge on the procedural compliance of tax. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Elucidate an understanding of theoretical and technical knowledge of taxation law principles as they apply through legislation, for both individuals and business entities.	
2	Analyze, generate and transmit solutions to complex problems in relation to taxation matters.	
3	To efficiently compute tax for Business and Profession and knowledge on tax authorities.	
4	To efficiently handle indirect taxes and GST.	
5	To be a potential person on the procedural compliance of tax.	
Unit:1		
DIRECT TAXES		
Direct Taxes at a Glance: Basic concepts of Income Tax —General Principles of Taxation, Distinction between direct and Indirect taxes — Important definitions under Income Tax Act, 1961– Residential Status & Basis of Charge – Income exempted from income tax – Heads of Income.		
Unit:2		
COMPUTATION OF INCOME		
Computation of Income under Salary and House Property. (Problems to be included).		
Unit:3		
INCOME TAX AUTHORITIES		
Computation of Income under Profits and Gains of Business or Profession (Problems to be included). Income tax Authorities – Duties and their Powers.		
Unit:4		
INDIRECT TAXES		
Indirect taxes – Goods and Service Tax – Concept of Indirect Taxes at a glance: Background; Constitutional powers of taxation; Indirect taxes in India – An overview; Pre-GST tax structure and deficiencies; Administration of Indirect Taxation in India; Existing tax structure — Basics of Goods and Services Tax – GST: Basics concept and overview of GST; Constitutional Framework of GST; GST Model – CGST / IGST / SGST / UTGST.		

Unit:5	PROCEDURAL COMPLIANCE
Basic concepts of Time and Value of Taxable Supply; Basics concept of Place of Taxable Supply — Input Tax Credit & Computation of GST Liability- Overview — Procedural Compliance under GST: Registration; Tax Invoice, Debit & Credit Note, Account and Record, Electronic way Bill; Return, Payment of Tax, Refund Procedures; Audit — Basic overview on Integrated Goods and Service Tax (IGST) — GST Council – Guiding principle of the GST Council – Functions of the GST Council.	
Note: Theory and problems shall be distributed at 60% & 40% respectively.	
Text Book(s)	
1	Bhagwati Prasad - Income Tax Law & Practice
2	Dr. Girish Ahuja and Dr. Ravi Gupta – Practical Approach to Direct & Indirect Taxes
3	DingarePagare - Business Taxation
4	Balasubramanian - Business Taxation
Reference Books	
1	V. S. Datey – Indirect Taxes - Law and Practice (Taxmann's)
2	Dr. Girish Ahuja and Dr. Ravi Gupta – Systematic Approach to Taxation
3	S.R. Myneni – Principles of Taxation & Tax Law Part 1



**Fifth
Semester**

Course code	COST AND MANAGEMENT ACCOUNTING	Core - XIII
Pre-requisite	Financial Accounting	
Course Objectives:		
The main objectives of this course are to: This course is to enable the students to acquire knowledge of cost and management accounting which will provide understanding for the students and apply in the business organization in order to effectively demonstrate in managerial decisions in functional areas like finance and costing.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Understanding the concept of cost accounting, Recognize the merits and demerits of cost and management accounting along with the elements of cost concepts.	
2	Describe the cost sheets for the purpose of stores control through economic order quantity, pricing and material issues.	
3	Measure the financial statements through comparative and common size by using various financial ratios.	
4	Simplify the fund flow and cash flow statements by calculating funds and cash from operations.	
5	Produce various budgets and apply standard costing for material variances; marginal costing for cost volume profit.	
Unit:1	INTRODUCTION TO COST ACCOUNTING	
Meaning-definition-scope-objectives-function-merits and demerits of Cost and Management Accounting-distinction between cost, management and financial accounting - Elements of cost - cost concepts and costs classification. (Theory and Problems).		
Unit:2	COST SHEETS & STORES CONTROL	
Preparation of cost sheet-stores control- EOQ-maximum, minimum, reordering levels-pricing of materials issues-FIFO,LIFO,AVERAGE COST, STANDARD PRICE-methods –labour cost- remuneration and incentives. (Problems and theory questions)		
Unit:3	FINANCIAL STATEMENT ANALYSIS	
Financial statement Analysis - preparation of comparative and common size statements - analysis and interpretation. Ratio analysis - classification of ratios-liquidity, profitability, solvency – inter firm comparison. (Theory and Problems)		
Unit:4	FUND FLOW & CASH FLOW STATEMENT	
Fund flow analysis-cash flow analysis (problems only)		
Unit:5	MARGINAL COSTING AND STANDARD COSTING	
Standard costing-variance analysis-material and labour variances Marginal Costing-cost volume profit analysis. (Theory and Problems), Budgetary Controls		

Text Book(s)	
1	Arora. M (2012) – Cost and Management Accounting, Vikas publishing house Pvt Lts.
2	Jain S.P and Narang, 2016. Cost Accounting Principles and Practice. Kalyani Publishers, New Delhi, 5 th Edition.
Reference Books	
1	Saxena and Vashisth : Cost and Management Accounting, Sultan Chand and Sons, New Delhi, 2008.

Course code	RESEARCH METHODOLOGY FOR MANAGEMENT	Core - XIV
Pre-requisite	Quantitative Techniques for Management	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Introduce the basic concepts of research and apply the fundamentals of sampling and scaling techniques along with methods of data collection. 2. Learn the process of analyzing the collected data, interpretation, report writing and application of computers in research and documentation. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Understand fundamental concepts of research, types and research process.	
2	Summarize the sampling design and scaling techniques.	
3	Construct a method for data collection and able to edit, code, classify and tabulate the collected data.	
4	Analyze the collected data to prove or disprove the hypothesis.	
5	Interpret the data and prepare a research report.	
Unit:1	INTRODUCTION TO RESEARCH METHODOLOGY	
Research - Definition - Significance – Criteria of Good Research – Types - Research Process – Selecting the Research Problem – Techniques Involved in Defining a Problem - Research Design : Features of a Good Design - Important Concepts Relating to Research Design - Different Research Designs.		
Unit:2	SAMPLING AND SCALING	
Sampling Design – Steps - Types - Sampling Errors and Non-Sampling Errors – Factors Influencing the Size of the Sample - Scaling – Classification of Measurement Scales – Scaling Techniques.		
Unit:3	DATA COLLECTION AND PREPARATION	
Collection of Primary Data : Observation Method – Interview Method- Questionnaire Method – Schedule Method- Some other Methods of Data Collection - Collection of Secondary Data - Case Study Method – Data Preparation : Editing - Coding- Classification - Tabulation- Graphical Representation.		
Unit:4	PROCESSING AND ANALYZING OF DATA	
Hypothesis – Basic Concepts Concerning Testing of Hypothesis - Procedure for Hypothesis Testing - Z Test - T Test - Chi-Square Test - ANOVA - Application of SPSS (Simple Problems Only).		
Unit:5	INTERPRETATION AND REPORT WRITING	
Interpretation : Techniques - Precautions- Report Writing – Steps in Writing Report – Layout of the Research Report –Types of Reports - Mechanics of Writing a Research Report -Precautions for Writing Research Reports.		

Text Book(s)	
1	C.R.Kothari, Gaurav Garg. 2019. Research Methodology (Methods & Techniques). New Age International Publishers, New Delhi. 4th Edition.
2	S.P.Gupta. 2017. Statistical Methods. Sultan Chand & Sons, New Delhi. 44 th Edition.
Reference Books	
1	Boyd and Westfall : Marketing Research
2	Gown M.C. : Marketing Research
3	Green Paul and Tall : Marketing Research

Course code	ADVERTISING AND SALES PROMOTION	Core - XV
Pre-requisite	Marketing Management	
Course Objectives:		
The main objectives of this course are to:		
1. To understand the role of advertising and promotion that effects business world		
2. To explain use of advertising and sales promotion as a marketing tool.		
3. To import knowledge on appropriate selection of media		
4. Synthesize information regarding testing the effectiveness of advertising and sales promotion		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Identify advertising mediums, both traditional, new and experimental	
2	To Understand the function of Advertising Agencies	
3	To Understand the principles of advertising layout and campaign	
4	To Apply various sales promotion strategies and techniques	
5	Will be able to manage Sales force	
Unit:1	INTRODUCTION TO ADVERTISING	
Advertising: Meaning-importance-objectives-media-forms of media-press Newspaper trade journal-Magazines-outdoor advertising-poster-banners - neon signs, publicity literature booklets, folders, house organs-direct mail advertising-cinema and theatre programme-radio and television advertising-exhibition-trade fair-transportation advertising.		
Unit:2	ADVERTISING AGENCIES	
Advertising agencies-advertising budget-advertising appeals - advertising organisation- social effects of advertising-advertising copy - objectives-essentials - types-elements of copy writing: Headlines, body copy - illustration-catch phrases and slogans-identification marks.		
Unit:3	ADVERTISING LAYOUT	
Advertising layout- functions-design of layout-typography printing process-lithography- printing plates and reproduction paper, and cloth- size of advertising-repeat advertising-advertising campaign- steps in campaign planning.		
Unit:4	SALES FORCE MANAGEMENT	
Sales force Management-Importance-sales force decision-sales force size-recruitment & selection-training-methods-motivating salesman Controlling - compensation& incentives- fixing sales territories-quota - Evaluation.		
Unit:5	SALES PROMOTION	
Sales promotion: Meaning-methods-promotional strategy-marketingcommunication and persuasion-promotional instruments: advertising -techniques ofsale promotion-consumer and dealers promotion. After sales service-packing – guarantee - Personal selling- Objectives -Salesmanship-Process of personal selling-types of salesman.		

Text Book(s)	
1	1. SHHKazmi& Satish Batra - Advertising & Sales Promotion , Excel
Reference Books	
1	Bolen J.H.- Advertising
2	Sontakk C.N. - Advertising and Sales Management
3	Davar S.K. - Salesmanship and advertising
4	Baranikumar, - Advertising and SalesPromotion.

Course code	BUSINESS CORRESPONDENCE	Core – XVI
Pre-requisite	English	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. On successful completion of this course, the students should have understood the Communication Methods, Types and Barriers. 2. Students will demonstrate competency in communication and critical thinking skills. 3. Students will compose, produce, and present effective business documents. 4. Students will learn the appropriate ways to meet industry standards; apply critical evaluation techniques to business documents. 5. Acquire knowledge to demonstrate the importance of coherent, Ethical Communication Principles in Business and Industry. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Learn and apply effective written communication techniques.	
2	Review and refine communications skills.	
3	Developing and delivering effective presentations.	
4	Determine and use proper psychological approach in writing situations.	
5	Skills that maximize team effectiveness in the world of work.	
Unit:1		
INDIVIDUAL COMMUNICATION		
Individual Communication: Resume Preparation – General and Job-Specific; Cover letter preparing; Soft-Copy forms with neat formatting; Scanning and placing of Photo; Modern e- forms of Communication: Fax – E-mail – Video Conferencing – Websites and their uses in business – language for email letters – Social Media Communications (blogs & twitter—posting tweets, face-book, LinkedIn Groups (platform specific best practices)		
Unit:2		
TRADE LETTERS		
Trade Letters: Letters of Inquiry – Placement of Orders – Delivery and its status – Letters of Complaints, Claims – Adjustments –Credit and Status Enquiry – Collection letter - Inter- office Correspondence – Memorandum – Office Orders – Circulars		
Unit:3		
REPORT WRITING		
Report Writing: Meaning – Need –Formatting the report elements such as title, abstract, summary, introduction, body, conclusion, recommendations, references and appendices – Report writing for Business purposes - Types of Report – Features of a well-written report. Effective Writing: Business Vocabulary - Bringing learners up to date with the language they need for Business Today, Provides Practice in using the new language, and also reflects recent Developments in Technology and Business practice. Review basic grammar, punctuation, capitalization, number usage.		

Unit:4	CORRESPONDENCE OF A COMPANY SECRETARY
Correspondence of a Company Secretary: Secretary Notice, Agenda and Minutes—types— contents—guidelines—Minutes of statutory meeting—Board meeting—Annual General Meeting —Alteration of minutes—Minutes of Joint consultative meeting – Correspondence with Directors and Shareholders. Internal communications Strategy: Company Newsletters – Circulars – Appreciation Memos – letters of Reprimand - Strictures – Empowering employees – Employee engagement.	
Unit:5	GENERAL CORRESPONDENCE
General Correspondence: Letters under Right to Information (RTI) Act – General complaints and petitions for public utilities – Letters to the editor of newspapers – Other general aspects related to practical letter writing.	
Note: [Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However students should not be tested on the theory. They should, instead, be tested by giving situations in order to write the appropriate letter by comprehending the given situation]	
Text Book(s)	
1	Rajendra Pal and J. S. Korlahalli. —Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2006.
2	Ms. Ramesh, C. C Pattanshetti&Madhumati M. Kulkarni - Business Communication, R.Chand& Co, New Delhi, 2003.
3	M. V. Rodriques, - Effective Business Communication, Concept Publishing company Pvt. Ltd.,
Reference Books	
1	Ashley, A – A Handbook of Commercial Correspondence, Oxford University Press (2003).
2	Brian M. H. Robinson, Vidya S. Netrakanti& Dr. Hari V. Shintre, Communicative Competence in Business English. Orient Longman, 2007.
3	K. K. Ramachandran, K. K. Lakshmi, K. K. Karthick & M. Krishnakumar, Business Communication. Macmillan, 2007.



Sixth Semester

Course code	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	Core - XVII
Pre-requisite	BASIC CONCEPT OF MANAGEMENT	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. To energise the students to acquire the knowledge of Entrepreneurship, Entrepreneurial Development Programmes, Project management, Institutional support to entrepreneurial development. 2. To make the students aware of the importance of entrepreneurship opportunities available in the society and to acquaint them with the challenges faced by the entrepreneur 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Define who is an Entrepreneur and what his or her characteristic features are, what skills made them successful and what qualities are required to become an Entrepreneur.	
2	Foster the students in the areas of entrepreneurial growth and equip with different entrepreneurial development programmes.	
3	Project management is a powerful discipline in the core areas of project life cycle and to know about the roles and responsibilities of a project manager.	
4	Discriminate the benefits of delivering the project identification and selecting the successful project with the various guidelines issued by the authorities.	
5	Classify the various sources of business finance and identify the different institutions that supporting entrepreneurs.	
Unit:1		
CONCEPT OF ENTREPRENEURSHIP		
Meaning of Entrepreneurship – characteristics, functions and types of entrepreneurship –Entrepreneurial Motivation – Need for Achievement Theory – Risk-taking Behaviour – Innovation and Entrepreneur – Role of entrepreneurship in economic development.		
Unit:2		
POLICY & INSTITUTIONAL ECO SYSTEM FOR ENTREPRENEURSHIP		
Factors affecting entrepreneur growth - economic – non-economic. Entrepreneurship development programmes - need - objectives – course contents - phases - evaluation. Institutional support to entrepreneurs.		
Unit:3		
BUSINESS PLAN		
Introduction to Small Business: Evolution & Development– Meaning – concepts – categories– characteristics of small business – role, importance and responsibilities of small business. Business Ideas – Sources and incubating; Technical Assistance for small business – Preparation of Feasibility Reports, Legal Formalities and Documentation		

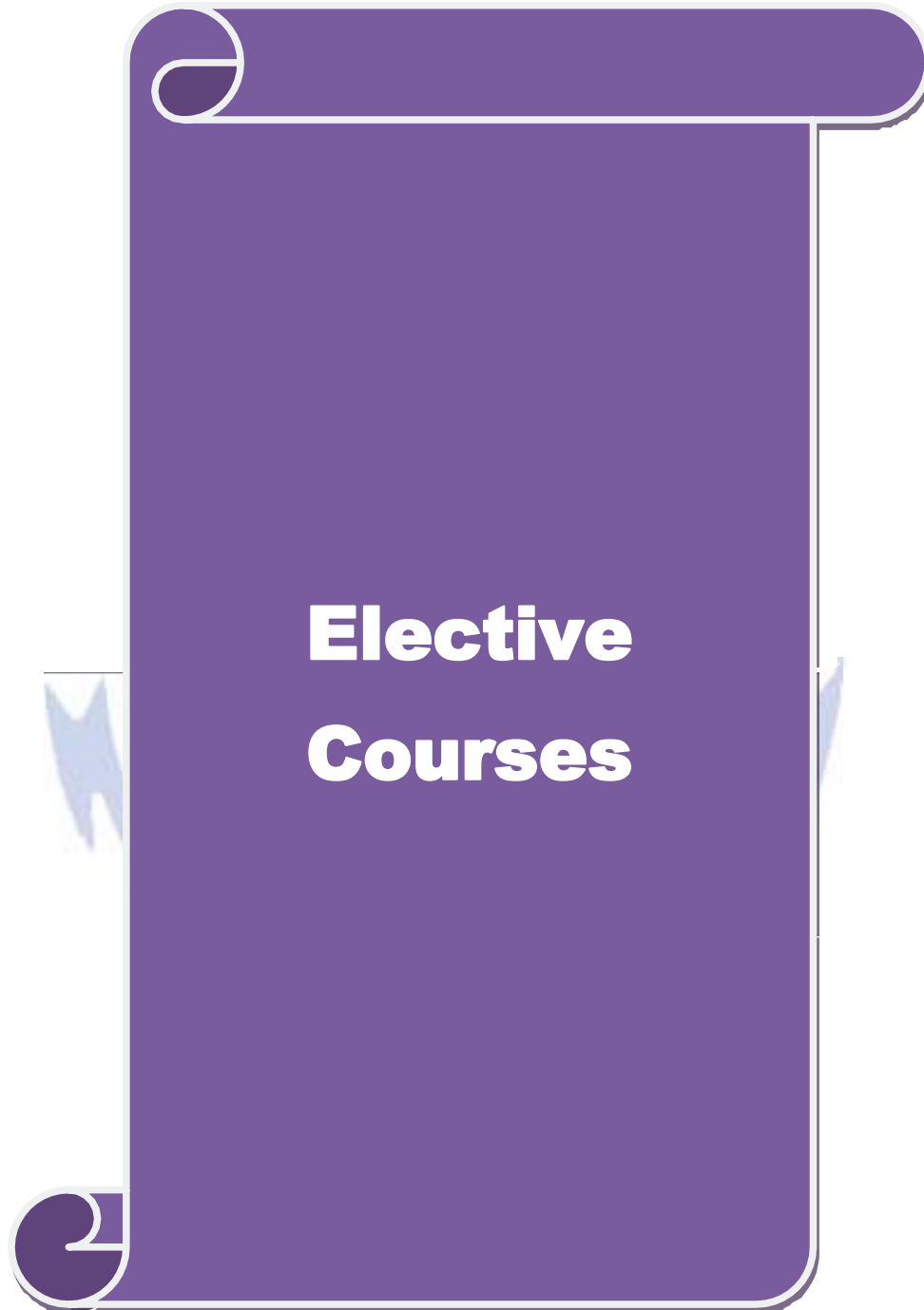
Unit:4	PROJECT IMPLEMENTATION
Business Plan – Outline – components – Marketing strategy for small business – Market Survey – Market Demands – Sales forecast – Competitive Analysis – The marketing plan –Marketing Assistance through governmental channels – Risk Analysis – Break even analysis	
Unit:5	ENTREPRENEURIAL FINANCE
Start-up costs – The financial Plan – Source of finance for new ventures – small business –Institutional finance supporting SSIs – Bounties to SSIs – Venture Capital – basic start-up problems.	
Text Book(s)	
1	Khan M.A - Entrepreneurship Development Programmes in India, Delhi, Kanishka Publishing House.
2	Gupta C.B, and Srinivasan N.P, 1992, Entrepreneurship Development, New Delhi, Sultan Chand and Sons.
Reference Books	
1	Mishra D.N., 1990, Entrepreneurship, Entrepreneur Development and Planning in India, Allahabad, Chugh Publishers.
2	Mead, D.C. &Liedholm, C. The dynamics of micro and small enterprises in developing countries. (1998).

Course code	INVESTMENT MANAGEMENT	Core - XVIII
Pre-requisite	Financial Management	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. To enable the students to acquire knowledge of Investment management 2. Acquire broad knowledge on investment instruments 3. To enable them to analyse stock movements 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Understand the fundamental concepts of investment.	
2	Design an investment model in order to analyze its sustainability.	
3	Utilize the management tools and techniques to take appropriate investment decisions.	
4	Develop skills in trading.	
5	Evaluating investment theories.	
Unit:1		
FUNDAMENTAL CONCEPTS OF INVESTMENT		
Concept of investment - importance. Features of Investment, Speculation - Forms of investment -Bank deposits, Post office schemes, Government Securities, Mutual fund schemes, Provident funds, Company deposits - Real estate, Gold & silver.		
Unit:2		
INSTRUMENTS OF INVESTMENT		
Investment Instruments-Capital market instruments, Money market instruments, Derivatives- Futures & Options. Shares –types &features. Debentures - nature & types. Primary market -Role of NIM, methods of floating new issues.		
Unit:3		
SECONDARY MARKET		
Secondary market-functions, Bombay Stock Exchange, National Stock Exchange – trading practices , security market indicators. Return - Risk – kinds. Role of SEBI.		
Unit:4		
INVESTMENT ANALYSIS		
Security analysis- Fundamental analysis: economic, industry and company analysis. Technical Analysis, Dow Theory, types of Charts, important chart patterns.		
Unit:5		
INVESTMENT THEORIES		
Efficient Market theory. Random Walk Theory, weak form, semi strong form & strong form. Portfolio Analysis:Markowitz theory –Portfolio management.		

Text Book(s)	
1	PunidhavadhiPandiyan - Security Analysis & Portfolio Management
2	Bhalla G.S-. Investment Management
Reference Books	
1	Francis Cherunilam- Investment Management
2	Dr. Avadhani-Investment Management
3	Preethi Singh- Investment Management

Course code	SERVICES MARKETING	Core XIX
Pre-requisite	Marketing Management	
Course Objectives:		
The main objectives of this course are to:		
1. It focusses on targeting and position of services.		
2. It helps the students to know the consumer behaviour in service		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Examine the nature of services, and distinguish between products and services	
2	Identify the major elements needed to improve the marketing of services	
3	Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service	
4	Appraise the nature and development of a services marketing strategy	
5	Recognize how services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems	
Unit:1	SERVICE SECTOR	
Introduction — What are services? — The Services Sector in the Indian Economy — Components of services economy — Distinctive characteristics of services — Importance of services — Classification of services — Players in services sector — Evolution and growth of service sector — Differences between goods and services		
Unit:2	SERVICE MARKETING SYSTEM	
Service marketing system — Importance of services in marketing — Expanded marketing mix Services marketing mix — Service product planning — Service pricing strategy— Services distributions — Employees' and Customers' Roles in Service Delivery— Services promotions — Physical evidence — Role of technology in services marketing.		
Unit:3	SERVICE QUALITY	
Service quality — Understanding customer expectations and perceptions— Measuring service quality — Gap model of service quality — SERVQUAL — Service Quality function development — Service Quality Management — Quality Function Deployment for Services		
Unit:4	SERVICE SECTORAL PERSPECTIVE	
Services from sectoral perspective — Hospitality – Travel & Tourism – Financial – Logistics – Educational – Entertainment – Healthcare & Medical — Telecom Services		
Unit:5	MARKETING THE FINANCIAL SERVICES	
Marketing the Financial Services — Devising of Strategies in financial Services marketing mix. Education as service — Marketing of educational services — Strategies for educational marketing.		

Textbook(s)	
1	Services Marketing - Valarie Zeithaml, Mary Bitner – 6thEdition - TMH
2	Services Marketing – Rampal Gupta - Galgotia Publications.
Reference Books	
1	Services Marketing - Christopher Lovelock – Pearson Publications
2	Adrian Payne- The Essence of Service Marketing, Prentice- Hall of India,
3	Hellen Woodruffe - Service Marketing, Macmillan India Ltd. Delhi, 1997



Course code	MODERN OFFICE MANAGEMENT	Elective- I
Pre-requisite	Basic Computer Knowledge	
Course Objectives:		
To enable the students learn about the Office management and its functions and make them to apply in the practical manner in the company. To understand how to organize their office and maintain it. To train students in the theoretical and practiceskills of using and maintaining office equipment's. To make the students aware of the importance of organization, management, procedure and practice in an office		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Outline the different categories of chart against tabulated data in an electronic spreadsheet package.	
2	Become efficient Computer Operators and Front Office Representatives	
3	Apply the need of the industrial houses and organisations in term of commercial correspondence, book keeping, preparation of reports and records by operating and handling both typewriter and computer.	
4	Practice modern office procedures in business administration and solve problems to make the service or products more competitive.	
5	Design a desk top publishing page which contains text, chart and graphics	
Unit:1	OFFICE MANAGEMENT AND ORGANIZATION	
Basic concepts of office – Importance – Functions – size of the office – office management – relations with other departments – scientific office management – office manager - principles of office organization – types / systems of organization – charts – centralization Vs. decentralization.		
Unit:2	OFFICE ENVIRONMENT & COMMUNICATION	
Office location – characteristics / Qualities of office building – Environment – Physical – hazards in office safety – security – secrecy – communication – meaning – essential features – classification – barriers to communication.		
Unit:3	OFFICE CORRESPONDENCE & RECORD MANAGEMENT	
Centralized Vs Departmental correspondence – depart mental typing and typing pools –classification of records – principles of record keeping – filling – methods.		
Unit:4	OFFICE SYSTEMS & PROCEDURES	
Systems – procedure – Advantages – Characteristics of sound office system& procedures– work simplification – principles – kinds of reports.		

Unit:5	OFFICE PERSONNEL RELATIONS
Personnel management – definitions – functions –office committees- employee morale –productivity – Employee welfare – grievances – work measurement – control of office work.	
Text Book(s)	
1	S.P.Arrora -Office organization and management- Vikas publishing housenov,2009
2	Chopra-Office management-Vikas publishing house 2nd revised edition,2015
Reference Books	
1	M.E. Thukaram Rao-Office management and organization-atlantic publishers and distributers,2000
2	Ranjan Nangia -Office management- - Neha Publishers crescent publishing corporation,2012

Course code	INDUSTRIAL RELATIONS AND LABOUR LAW		Elective- II
Pre-requisite	Human Resource Management		
Course Objectives:			
The main objectives of this course are to:			
<ol style="list-style-type: none"> 1. To impart knowledge on industrial relation, determines of industrial relation and industrial relation scenario in India 2. To enable the students to acquire knowledge of trade unions, legislation related to trade union and IR management 3. To promote the understanding of various Industrial Disputes Act, The Payment of Wages Act and Factories Act 			
Expected Course Outcomes:			
On the successful completion of the course, student will be able to:			
1	Develop an understanding on industrial relation determinates of IR and IR scenario in India.		
2	Develop skill in negotiation with unions and conflict resolution.		
3	Handle grievances.		
4	Develop skill in collective bargaining.		
5	Know the application of Industrial dispute Act 1947 and The Employee's State Insurance Act, 1948.		
Unit:1			
INTRODUCTION TO INDUSTRIAL RELATIONS			
Industrial relations - industrial disputes - causes - handling and settling disputes – employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.			
Unit:2			
COLLECTIVE BARGAINING AND WORKER'S PARTICIPATION			
Collective Bargaining: - Concept - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management.			
Unit:3			
FACTORIES ACT AND THE WORKMAN'S COMPENSATION ACT			
Factories Act 1948 - The Workman's Compensation Act, 1923.			
Unit:4			
THE INDUSTRIAL DISPUTES ACT AND THE TRADE UNION ACT			
The Industrial Disputes Act 1947 - The Trade Union Act, 1926.			

Unit:5	THE PAYMENT OF WAGES ACT AND THE EMPLOYEE'S STATE INSURANCE ACT
The Payment of Wages Act,1936 - The Employee's State Insurance Act, 1948	
Text Book(s)	
1	P.C.Tripathi - Personnel Management & Industrial Relation
2	B.Nandhakumar - Industrial Relations Labour Welfare and Labour Laws –Vija Nicole Imprints
3	N.D Kapoor – Industrial Law.
Reference Books	
1	R.Venkatapathy&AssissiMenachery - Industrial Relations &Labour Legislation - Aditya Publishers.
2	Srivastava - Industrial Relations and Labour Laws, vikas 4th Edition, 2008.
3	P.Subbarao - Essentials of Human Resource Management and Industrial Relations – Himalaya Publishers

Course code	E-COMMERCE	Elective- III (A)
Pre-requisite	Basic knowledge on commerce	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. To know about e-commerce models and its practical applications 2. To understand customer buying behaviour in e-commerce and ways to retain them through effective web advertising. 3. To know the role of Government in securing the rights of customers 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	To Understand e-commerce models -its benefits and limitations	
2	To use of market research tools in analyzing customer buying behavior	
3	To analyse the web advertising modes	
4	To understand the application of B2B e-commerce model	
5	To critically evaluate public policy on privacy and security	
Unit:1		
INTRODUCTION TO E-COMMERCE		
Foundation of electronic Commerce :- Definition and content of the field – Driving force of EC-Impact of EC – Managerial Issues- Benefits and Limitations of EC Retailing in EC :- Business models of E – marketing – Aiding comparison shopping - The impact of EC on Traditional Retailing System.		
Unit:2		
MARKET RESEARCH		
Internet Consumers and market Research: - The consumer behavior model – Personal Characteristics and the Demographics of internet Surfers - Consumer Purchasing Decision making - One – to – One Relationship marketing - Delivering Customer Service in Cyberspace – Marketing research of EC- Intelligent Agents for Consumers – Organizational Buyer Behavior.		
Unit:3		
WEB ADVERTISING		
Advertisement in EC :- Web Advertising – Advertisement Methods – Advertisement Strategies – Push Technology and Intelligent Agents – Economics and Effectiveness of Advertisement – Online Catalogs. Internet and Extranet :- Architecture of Intranet and External :- Applications of Intranet and Extranet		
Unit:4		
B2B EC MODEL		
Business – to – Business Electronic Commerce : Characteristics of B2B EC- Model– Procurement Management Using the Buyer’s Internal Market Place		

– Supplier and Buyer Oriented Marketplace – Other B2B Models Auctions – and Service – Integration with back End Information System _ The Role of S/W Agents in B2B – Electronic Marketing in B2B.	
Unit:5	PUBLIC POLICY
Public Policy : From Legal Issues to Privacy :- Legal, Ethical and Other Public Policy Issues – Protecting Privacy – Free Speech , Internet Indecency Censorship – Taxation and Encryption Policies and Seller Protection in EC.	
Text Books:	
1	Kalakotta, Elements of E Commerce
Reference books	
1	Efraim Turbun, Jae Lee, David King, H. Michael Chung —Electronic Commerce – A Managerial Perspective , Pearson Education Asia – 2000.

Programme Coordinator:

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