



PSGR Krishnammal College for Women



DEPARTMENT OF BUSINESS ADMINISTRATION

**CHOICE BASED CREDIT SYSTEM (CBCS) & LEARNING OUTCOMES-
BASED CURRICULAR FRAMEWORK (LOCF)**

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

2021-2024

Semester I, II & III



Program Learning Outcomes (PLO's):

PLO1. To provide students with experience in integrating the concepts and techniques from the various functional areas of business and generating solutions for contemporary business problems.

PLO2. To manifest the students with high level of knowledge and skills including theoretical, analytical and critical thinking, decision making, intellectual independence, leadership, planning and organization, and problem solving with paramount ability to communicate ideas effectively.

PLO3. To transform the student to play a pioneering and leading role in the community, enabling her to take responsibilities and contribute to solving problems through innovative thinking, collective work, reflection, and self-development.

PLO4. To demonstrate competence in applying the tools and techniques of Business Management to industry and to enable students to take intrapreneurial and entrepreneurial activities.

PLO5. To develop competence to become global citizens through appreciating diversity, acquiring skills in digital technologies and demonstrating awareness to professional values, ethics and sustainability issues to solve complex businessproblems.

Program Specific Outcomes:

Business Administration Department has specifically defined few outcomes of the programme which make students:

PS01: To apply functional and foundational business concepts, theories, decision-making techniques and practices to succeed in a complex, technology-driven, global society.

PS02: To effectively communicate their ideas both oral and written in the business context and develop technical skills and human relation skills and attitude that they need for career progression.

PS03: To apply creation, problem solving skills and innovation in development of an enterprise including sensitization towards ethical, moral and environmental issues.



DEPARTMENT OF BUSINESS ADMINISTRATION

**CHOICE BASED CREDIT SYSTEM (CBCS) & LEARNING OUTCOME
BASED CURRICULAR FRAMEWORK (LOCF)**

SYLLABUS & SCHEME OF EXAMINATION

2021-22 Batch & Onwards

Semester	Part	Subject Code	Title of the Paper		Instruction per Sem	Tutorial (hrs)	Instruction per week	Duration of the exam(hrs)	Exam Marks			
									CIA	ESE	Total	
I	I	TAM2101/ HIN2101/ FRE2101/ MAL2101	Language Paper I	L	86	4	6	3	50	50	100	3
I	II	ENG2101	English Paper I	E	86	4	6	3	50	50	100	3
I	III	BB21C01	Core:1 Contemporary Management	CC	71	4	5	3	50	50	100	4
I	III	AFA2102	Core 2: Financial Accounting	CC	71	4	5	3	50	50	100	4
II	III	ES21A02/ TH21A02/ HI21A01/ EG21A01/ ES21A01	Allied 1: International Marketing Mathematics for Management I Principles of Modern government English through Classics I Indian Economic Development	GE	86	4	6	3	50	50	100	5
I	IV	NME19B1/ NME19A1/ NME12WS/ NME12GS/ NME12AS/	Basic Tamil-1 / Advanced Tamil-1 / Women studies/ Gandhian Studies/ Ambedhkar studies/	AEC	28 28 26	2 2 4	2 	2 2	50 50 100	50 50 -	100 100 100	2
II	I	TAM2102/ HIN2102/ FRE2102/ MAL2102	Language Paper II	L	86	4	6	3	50	50	100	3
II	II	ENG2102	English Paper II	E	71	4	5	3	50	50	100	3
II	III	BB21C03	Core 3 : Quantitative Techniques for Management	CC	71	4	5	3	50	50	100	4
II	III	BB21C04	Core 4: Leadership Communication	CC	71	4	5	3	50	50	100	4

II	III	ES21A03/ ES21A04/ ES21A05/ TH21A24/ HI21A02/ EG21A02	Allied 2: Economic analysis, Basics of econometrics, / Money and Banking / Mathematics for Management II / Indian constitution / English through classics	GE	86	4	6	3	50	50	100	5
II	IV	NME19B2/ NME19A2/	*Basic Tamil/ Advanced Tamil	AEC	-	-	-	-	-	-	-	-grade
II	V	21PECM1	Professional English	AEC	45	3	3	-	50	50	100	2
			**Open course-Online Course									2
II	VI	NM12GAW	General Awareness (self study)		-	-	-	-	-	-	100	-
III	III	BB21C05	Core 5: Production and Materials Management	CC	7	101	4	3	50	50	100	5
III	III	BB21C06	Core 6: Marketing Management	CC	6	86	4	3	50	50	100	4
III	III	BB21C07	Core 7: Organizational Behavior	CC	6	86	4	3	50	50	100	4
III	IIIA	BB21A01/ HI21A03/ ES21A06/ EG21A03	IDC Allied Paper III: Income Tax / Indian Geography/ Demography/ English for the Media	GE	6	86	4	3	50	50	100	5
III	III	BB21SB01/ BB21SBCE	Skill Based Subject I/II: SBS- Finance and Accounting for Business Process services- Paper I (Theory) / Coursera Course	SEC	3	43	2	2	25	75	100	3
III	II B	NM12EVS	Foundation Course-II Environmental Studies	AECC	-	-	Self Study	-	-	-	-	-
III	III B	NM21UHR	Foundation Course-III (Universal Human Values and Human Rights)	AECC	2	26	4	-	100	-	100	2

L-Language

E-English

CC –CoreCourses

GE –GenericElective

AEC – Ability EnhancingCourse

IDC- Interdisciplinary Course

SEC- Skill Enhancement Course

Finishing School Programmes:

II Year Semester III- General Aptitude for Campus Placement

CA – ContinuousAssessment

ESE - End SemesterExamination

QUESTION PAPER PATTERN

Semester I & II

CORE & ALLIED PAPERS

CIA Question paper pattern :

SECTION	MARKS & WORD LIMIT	Total
Section A (5X2)	10 marks (No choice, one or two sentences)	50
Section B(4X5)	20 marks (No choice, 250 words)	
Section C (2/3) X 10)	20 marks (500 words)	

Women Studies / Ambedkar Studies / Gandhian Studies /

Continuous Internal Assessment: 50 Marks

SECTION	MARKS	TOTAL
A – 4 / 6 X 5 Marks	20	50
B – 2 / 3 X 15 Marks	30	

Semester III Academic Year 2022-23 Onwards

CIA Question Paper Pattern: 2 x 25 = 50 Marks

One question from each unit with each question comprising of

- Two questions with a weightage of 2 marks (no choice)
- Two questions with a weightage of 6 marks (no choice)
- One question with weightage of 9 marks (Internal Choice at the same CLO level)

ESE Question Paper Pattern: 5 x 20 = 100 Marks

One question from each unit with each question comprising of

- One question with a weightage of 2 marks (no choice)
- One question with a weightage of 6 marks (Internal Choice at the same CLO level)
- One question with weightage of 12 marks (Internal Choice at the same CLO level)

Semester I & II**End Semester Examination:**

SECTION	WORD LIMIT	MARKS	TOTAL
Section: A -11x2=22 marks (11/13 Open choice)	One or two sentences	22	100
Section B – 6x5=30 marks (5/7 Open choice)	300	30	
Section C – 4x12=48marks (4/6 Open choice)	600-800	48	

Knowledge level for UG

Section A and B	K1 and K2	52 marks
Section C	K3 and K4	48 marks

CIA components for 2021-22 Batch with CIA: ESE pattern 50:50 Marks**INTERNAL COMPONENT MARKS:**

CA I	7
CA II	7
MODEL	10
Assignment	4
Seminar	5
Quiz	4
Class Participation	5
Application Oriented/Innovation/Creativity Assignment	5
Attendance	3
TOTAL	50

RUBRICS***Rubrics for 5 marks******(Application Oriented/Innovation/Creativity Assignment)***

<i>Criteria</i>	<i>Marks</i>
Originality	2
Presentation	2
References or Library Resources	1
Total	5

Assignment/ Seminar

Maximum - 20 Marks (converted to 4 marks)

Criteria	4 Marks	3 Marks	2 Marks	1 Mark
Focus Purpose	Clear	Shows awareness	Shows little awareness	No awareness
Main idea	Clearly presents a main idea.	Main idea supported throughout	Vague sense	No main idea
Organisation: Overall	Well planned	Good overall organization	There is a sense of organization	No sense of organization
Content	Exceptionally well presented	Well presented	Content is sound	Not good
Style: Details and Examples	Large specific examples and detailed descriptions	Some use of examples and detailed descriptions	Little use of specific examples and details	No use of examples

CLASS PARTICIPATION

Maximum - 20 Marks (converted to 5 marks)

Criteria	5 Marks	4 Marks	3 Marks	2 Marks	1 Mark	Points scored
Level of Engagement in Class	Student proactively contributes to class by offering ideas and asks questions more than once per class.	Student proactively contributes to class by offering ideas and asks questions once per class	Student contributes to class and asks questions occasionally	Student rarely contributes to class by offering ideas and asking no questions	Student never contributes to class by offering ideas	
Listening Skills	Student listens when others talk, both in groups and in class. Student incorporates or builds off of the ideas of others.	Student listens when others talk, both in groups and in class.	Student listens when others talk in groups and in class occasionally	Student does not listen when others talk, both in groups and in class.	Student does not listen when others talk, both in groups and in class. Student often interrupts when others speak.	
Behavior	Student	Student	Student	Student	Student	

	almost never displays disruptive behavior during class	rarely displays disruptive behavior during class	occasionally displays disruptive behavior during class	often displays disruptive behavior during class	almost always displays disruptive behavior during class	
Preparation	Student is almost always prepared for class with required class materials	Student is usually prepared for class with required class materials	Student is occasionally prepared for class with required class materials	Student is rarely prepared for class with required class materials	Student is almost never prepared for class.	
					Total	

MAPPING OF PLOs WITH CLOs

COURSE	PROGRAMME OUTCOMES				
	PLO1	PLO2	PLO3	PLO4	PLO5
COURSE 1 –BB21C01					
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	S	S
CLO4	S	S	M	M	S
CLO5	S	S	S	S	S
COURSE –AFA2102					
CLO1	S	S	M	S	S
CLO2	S	S	M	S	M
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S
CLO5	S	S	S	S	S
COURSE -BB21C03					
CLO1	S	M	S	L	M
CLO2	S	S	M	L	S
CLO3	S	S	S	S	S
CLO4	S	S	S	M	S
CLO5	S	S	S	S	S
COURSE - BB21C04					
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S
CLO5	S	S	S	S	S
COURSE – 21PECM1					
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S
CLO5	S	S	S	S	S
COURSE-BB21C05					
CLO1	S	S	S	S	S
CLO2	S	S	M	S	M
CLO3	S	M	S	S	S
CLO4	S	S	M	S	S

COURSE - BB21C06					
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	M	S	S	M	M
COURSE - BB21C07					
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	M	S	S	M	M
COURSE - BB21A01					
CLO1	S	S	S	S	M
CLO2	S	S	S	S	S
CLO3	S	S	M	M	S
CLO4	S	S	M	S	S
COURSE - BB21SB01					
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	M	M	M
CLO4	S	S	M	M	M

S-Strong; M-Medium; L-Low

COURSE NUMBER- BB21C01	COURSE NAME – CONTEMPORARY MANAGEMENT	Category	L	T	P	Credit
		Theory	71	4	-	4

Preamble

1. To provide comprehensive knowledge about the fundamentals of management and various management functions to the students;
2. To enable the students to understand various managerial skills that are necessary for becoming successful managers;
3. To manifest the students with knowledge on planning, decision making, organizing and controlling for changing organizational structures, globalization, technological advancements, and various work force characteristics.
4. To incorporate the concept social responsibility into business decisions.

Course Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	State various management concepts, their functions and describe current developments in management practices.	K1
CLO2	Classify the various types of plans & decisions and their process	K2
CLO3	Identify the advantages and challenges of employee diversity within organizations and sketch a good organizational structure	K2
CLO4	Apply budgetary controls & non budgetary controls that promote efficient and optimal utilization of resources in an organization	K3
CLO5	Analyze the reasons for adopting Industry 4.0 by assessing the impact of Industry 4.0 on Society, Business, Government and People and apply ethical choices in any given business context	K4

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PL05
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	S	S
CLO4	S	S	M	M	S
CLO5	S	S	S	S	S

S-Strong; M-Medium; L-Low

UNIT – I (14 Hours)

Management: Meaning - Definition – Scope - Features – Levels - Managerial Roles and Skills- Management as an art or a science or a profession - Functions of Management -Management Thoughts (Scientific & Modern Management)- Ethics- Social Responsibility – Sustainable Management.

UNIT – II (14 Hours)

Planning: Meaning - Definition – Nature - Characteristics – Importance – Process - Types – Limitations - Management By Objectives - Decision Making: Meaning-Definition - Features – Process –Types. Design Thinking - Creativity – Innovation.

UNIT – III (14 Hours)

Organising: Meaning - Definition – Principles– Formal and Informal Organization - Forms of Organisation (Organisation Structure) - Delegation and Authority — Learning Organization- Centralization and Decentralization-Staffing-Meaning-Importance- Process of Staffing – Directing- Definition- Characteristics– Importance- Manager Vs Leader.

UNIT – IV (15 Hours)

Controlling: Definition – Characteristics– Importance - Limitations - Control Process – Effective control system - Types of Control - Control Techniques: Budgetary Control and Non budgetary control-Management by Walking Around (MBWA) - Co-ordination: Meaning - Definition – Features -Benefits–Essentials.

UNIT – V (14 Hours)

Emerging Trends in Management: Crisis Management- Change Management (adapting to change)- Gender Balance.

Introduction to Industry 4.0- Need – Reasons for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0- Skills required for Industry 4.0- Advancements in Industry 4.0— Impact of Industry 4.0 on Society, Business, Government and People - Introduction to Industry 5.0.

Case study Analysis- Simple cases from all units

Text Book:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Harold Kootz and Heinz Weihrich	Essentials of Management- An International, Innovation and Leadership Perspective	Tata McGraw Hill	11 th Edition 2020
2	PagareDinkar	Business Management	Sultan Chand	2018

3	Gareth R. Jones & Jennifer M George	Essentials of Contemporary Management / Contemporary Management	McGraw-Hill	9 th Edition Copyright 2021 Reprints
4	P. Kaliraj, T. Devi, Higher Education for Industry 4.0 and Transformation to Education 5.0			

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Stephen P Robbins; Mary K Coulter	Management	Hoboken, NJ : Pearson	15 th Edition 2020
2	P.C Tripathi & P.N Reddy	Principles of Management	Pearson Prentice Hall, New Delhi	6 th Edition 2017

Reference Links:

S.no	Topic	Hours & Modules	Web Link
1	Management, Planning, Decision Making, Organizing, Span of management, Staffing: , Organizational Change, Controlling,	12 Weeks Unit: I, II, III, VI, V	https://swayam.gov.in/nd1_noc20_mg58/preview
2	Concept of Management, Organizing, Controlling, Management & Society, Creativity & Innovation	10 Hrs Unit: I, II, V	https://nptel.ac.in/courses/122/108/122108038/#
3	Introduction to Industry 4.0	Unit V	Internet of Things by Prof.SudipMishra,IIT Kharagpur. Introduction to Internet of Things - Course (nptel.ac.in) A Complete Guide to Industry 4.0- Udeemy A Complete Beginner's Guide to Industry 4.0 Udeemy

Pedagogy: Chalk& Talk, lecture, Seminar, PPT, Group Discussion and Case Study.

COURSE NUMBER AFA2102	COURSENAME FINANCIAL ACCOUNTING	Category	L	T	P	Credit
		Theory	71	4	-	4

Preamble

1. To understand the basic concepts and principles of financial accounting.
2. To deepen knowledge on all the components of the final accounts, using a double entry book keeping perspective.
3. To convey sufficient knowledge for an adequate interpretation, analysis and use the information provided by financial accounting.
4. To effectively communicate financial results and position to stakeholders.

Course Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1.	Identify the importance of accounting and to gain a broad understanding of concepts, principles and terminology of financial accounting.	K1
CLO2.	Recognize and familiarize kinds of accounts and use of various accounting tools.	K1
CLO3.	Associate the components of final accounts using double entry booking keeping.	K2
CLO4.	Analyse and perform fundamental accounting operations.	K3
CLO5.	Demonstrate the critical thinking skills to analyse and prepare financial reports in any given context or situation.	K3

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1.	S	S	M	S	S
CLO2.	S	S	M	S	M
CLO3.	S	S	S	M	M
CLO4.	S	S	S	S	S
CLO5.	S	S	S	S	S

S-Strong; M-Medium; L-Low

Financial Accounting-

AFA2102

(71 Hours)

UNIT – I (15 Hours)

Accounting Concepts – Principles – Kinds of Accounts – Journal, Ledger, Subsidiary Books: Purchase Book, Sales Book, Returns Book, Cash Book.

UNIT – II (14 Hours)

Trial Balance-objectives and methods of preparing Trial Balance-Rectification of Errors -types of errors- preparation of suspense account - effect of errors on profit– preparation of Bank Reconciliation Statement

UNIT – III (14 Hours)

Capital and Revenue expenditure- Preparation of Manufacturing – Trading and Profit and Loss Account – Balance Sheet- Treatment of adjustments

UNIT – IV (14 Hours)

Depreciation – Meaning, Need for depreciation - Methods: Straight line and Diminishing balance methods – Bills of Exchange – entries in the books of drawer and acceptor

UNIT - V (14 Hours)

Final accounts of a company- Horizontal and vertical forms of income statement and Balance sheet and its contents-Financial statement analysis- comparative, common size statements and trend analysis- Ethics in financial reporting.

(Theory and Problems in the ratio of 20% and 80% respectively)

TEXT BOOK:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	S.P. Jain ,K.L. Narang, Simmi Agrawal & Monika Sehgal	Financial Accounting	Kalyani Publishers	January 2020
2	Reddy T.S & Murthy. A	Financial Accounting	Margham Publications	2021

REFERENCE BOOKS:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	S.N. Maheswari, Suneel K. Maheshwari, Sharad K. Maheshwari	Financial Accounting for BBA	Vikas Publishing House Private Limited	2018
2	Grewal T.S	Double entry book keeping	Sultan Chand & Company	Reprint 2017

Pedagogy: Chalk & Talk, Lecture, Exercise, PPT and Seminar

Reference links

Sl. No.	Units	Topics	Links	No of Hrs
1	Unit – 1,2,3	Fundamentals of Financial Accounting	Swayam: https://swayam.gov.in/nd2_cec20_mg23/preview	8 Weeks
2.	Unit -3,4	Financial Accounting and Analysis	Swayam: https://swayam.gov.in/nd2_imb20_mg32/preview	6 Weeks
3.	Unit -1,2	Introduction to Financial Accounting	Coursera: https://www.coursera.org/learn/wharton-accounting	12 hours

COURSE NUMBER- BB21C03	COURSE NAME – QUANTITATIVE TECHNIQUES FOR MANAGEMENT	Category	L	T	P	Credit
		Theory	71	4	-	4

Preamble

1. To enable the students to understand Business and Industrial enterprises, how to make long range planning and also to decide on issues such as location, choice of technology, choice of the optimum solution, formulation of alternatives,etc.;
2. To enable the students to demonstrate the way in which the problems are perceived and formulated and optimization solution are provided.
3. To manifest the students with knowledge on quantitative techniques which reduce the complex and unwieldy problems and play a significant role in framing management policy;and
4. To bring objectivity into decision making process under various quantitative techniques like LPP, Game Theory, PERT & CPM and Queuing models.

Course Outcome

On the successful completion of the course, students will be able to:

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand the various scientific tools and techniques like PERT , CPM & LPP for managerial decision making.	K1
CLO2	Describe and construct the statement with suitable O.R. Model	K2
CLO3	Analyze and construct mathematical models for effective decision making.	K3
CLO4	Solve the real time problems through analysis, graphical methods & using game theory	K3
CLO5	Evaluate the probability of completion of project using time scale analysis	K3

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	M	S	L	M
CLO2	S	S	M	L	S
CLO3	S	S	S	S	S
CLO4	S	S	S	M	S
CLO5	S	S	S	S	S

S-Strong; M-Medium; L-Low

QUANTITATIVE TECHNIQUES FOR MANAGEMENT–BB21C03 (71 HOURS)
UNIT – I (15Hours)

Introduction to Operation Research – Meaning and Definition – Scope and Methodology of OR – Models in OR – Advantages & Limitations of OR – Linear Programming: Formulation – Dual - Graphical Method & Simplex Method. (Simple problems from graphical and simplex methods only)

UNIT – II (15 Hours)

Transportation: Meaning & Definition –Application of Transportation problem - Basic Feasible Solution: North West Corner rule – Least Cost Method – Vogel’s Approximation Method – Optimum Solution: MODI method. Assignment Problems –Meaning & Definition - Application of assignment problem (Simple problems from transportation problem and assignment problem - only minimization)

UNIT – III (15 Hours)

Game Theory – Meaning & Definition – Basic terminology – Maximin- Minimax Principle - Two Person Zero Sum Game – Mixed Strategy Problem – Dominance Property (simple problems)

Queuing Theory – Meaning & Definition – Terms used in queuing theory – Main elements of queuing system – Single channel Formulas (Simple problems from single channel only)

UNIT – IV (14 Hours)

Critical Path Method – Meaning & Definition – Basic concepts of Network analysis – Construction of network diagram – Critical Path – Advantages & Limitations. Programme Evaluation and Review Technique (PERT) – Time scale analysis – Critical Path – Probability of completion of project – Advantages and Limitations – Comparison between PERT and CPM.

UNIT – V (12 Hours)

Decision Theory - Decision making under condition of Uncertainty: Maximax criterion, Maximin criterion, Minimax regret criterion, Hurwicz criterion and Laplacecriterion. Decision making under Risk: Expected value criterion, Expected Opportunity Loss (EOL) criterion, Expected Value of Perfect Information (EVPI). Decision Tree – Introduction & Concepts (Theory only)

- Theory and problems in the ratio of 20% and 80% respectively

Text Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	V Sundaresan, KS Ganapathy Subramanian, K Ganesan	Resources Management techniques	AR Publishers	2018
2.	<u>Frederick S. Hillier, Gerald J.Lieberman</u> Bodhibroto Nag	Introduction to Operations Research	Mc Graw Gill	11th Edition 2021
3.	KantiSwarp ,P.K.Gupta , Man Mohan	Operations Research— Introduction to Management Science	Sultan Chand & Sons	2019

ReferenceBooks:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Thulsian P.C. and Vishal Pandey	Quantitative Techniques: Theory and Problems	Pearson	2016 Reprint
2	N.P. Bali P.N. Upta C.P. Gandhi	Quantitative Techniques for Management	Cengage Learning India Pvt. Ltd.	2014
3	N.D. Vohra	Quantitative Techniques in Management	Mc Graw Hill	2017
4.	Michael CarterCamille C. PriceGhaithRabadi	Operations Research A Practical Introduction	Chapman and Hall/CRC	2018

ReferenceLinks

S.no	Topic	Hours & Modules	Web Link
1	Linear Programming, Transportation problems Assignment problems	Unit 1, II, 8 weeks	https://onlinecourses.nptel.ac.in/noc20_ma23/preview
2	Quantitative Techniques for Management	Unit I, II , III , IV & V 8 weeks	https://onlinecourses.swayam2.ac.in/cec20_mg18/preview

Pedagogy: Chalk & Talk, lecture, Seminar, PPT, Group Discussion

COURSE NUMBER BB21C04	COURSE NAME – LEADERSHIP COMMUNICATION	Category	L	T	P	Credit
		Theory	71	4	-	4

Preamble:

1. To enable the students to understand the essential principles of effective leadership communication;
2. To prepare students to demonstrate communication as a leader with clarity, precision, brevity and coherence in use of language in both written and oral;
3. To train the students to organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context; and
4. To help the students to apply the critical and creative thinking abilities necessary for effective leadership communication in today's competitive businessworld.

Course Outcome:

On the successful completion of the course, students will be able to:

CLO Number	CLO Statement	Knowledge Level
CLO1.	Identify the importance of communication to gain a general understanding of communication process and to overcome barriers in communication.	K1
CLO2.	Recognize the importance of leadership communication styles and follow the rules of business and Email etiquette.	K2
CLO3.	Apply the fundamentals of the agenda, minutes, press release and reports to produce effective agenda, minutes, press release and reports	K3
CLO4.	To participate effectively in groups as a leader through integrating the concepts of interpersonal communication, corporate communication with emphasis on listening, critical and reflective thinking and responding.	K3
CLO5.	Demonstrate the critical thinking skills for knowledge sharing, public speaking, self-branding in any given context or situation following communication ethics.	K3

Mapping with Programme Outcomes

CLOs	PO1	PO2	PO3	PO4	PO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S
CLO5	S	S	S	S	S

S-Strong M-Medium; L-Low

Leadership Communication-BB21C04

(71Hours)

Unit : I - 15

Introduction to communication and leadership

Communication: Meaning – Objectives – Importance – Communication Process- Media – Channels -Barriers and Gateways to communication – Essentials of effective communication.

Leadership

Definition- Leadership & Followership - The Language of Leaders- Leadership communication Strategy and Structure-- Communication Skills for Team & Leadership Effectiveness- Communication Ethics.

Unit : II -14

Business Letters

Enquiries and Reply – Offers and Quotations – Orders and Execution – Claims and Adjustments – Collection – Status Enquiries - Application for jobs. Business & Email-étiquette

Unit : III -15

Leadership Presentations, Documents and Reports:

Preparing Presentations (including Presentations in Virtual Environment), Agenda, Minutes & Reports- Press Releases -Using Web as a source of knowledge Sharing- Corporate Blogs- Strategic Communication in the Digital Era- Leveraging Digital Communication for Leaders- Communication Analytics.

Unit : IV -15

Non-verbal communication

Body Language — Meta-Communication-Types- Glossophobia (Measures to Overcome).

Leadership Development

Leadership Styles- Leadership and Followership communication Styles - Power and influence in leadership; Empowerment; Credibility and Compliance Gaining Strategies; Leadership Narratives – Public Speaking- Self-Branding in TransitionalScenarios.

Unit : V - 12

Leadership and Diversity

Leadership in Diverse Organisational Structures, Cultures and Communications -Intercultural Communication- Organizational Communication - Interpersonal Communication-Group Communication- Powerful and Powerless Talks - Crisis Communication- Corporate Culture.

Case study Analysis- (for internal Valuation only)

Text Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Rajendra Pal &Korlahalli	Essentials of Business Communication	Sultan Chand & Sons.	Reprint 2020
2	Pragyan Rath & Apoorva Bharadwaj	Communication Strategies for Corporate Leaders Implications for the Global Market	Routledge India	2019
3	Archana Parmar	Business English and Leadership Communication	Swaranjali Publications	2021

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	E. Bruce Harrison	Leadership Communications: How Leaders Communicate and How Communicators Lead in Today's Global Enterprise	Business Expert Press	2021
2	Gerardus Blokdyk	Communication And Leadership During Change A Complete Guide	5STARCOoks	2020 Edition
3	Kitty O. Locker , JoMackiewicz, Jeanine Elise Aune , Donna S.Kienzler	Business and Administrative Communication	McGraw-Hill	Reprints 2019
4	Deborah Barrett	Leadership Communication	McGraw-Hill	Edition 2014 Reprints 2018
5	Heidi Grant	HBR's 10 Must Reads on Communication	Harvard Business Review	2021
6	Northouse book online tools for students: http://www.sagepub.com/northouse6e/			

Reference Links

S.no	Topics	Hours & Modules	Web Link
1	Introduction to Communication, Types of Office Communication, Business Correspondence, Business Letters, Office Meetings	12 weeks Unit I & II & III	Swayam: Communication and BusinessCorrespondence - Course (swayam2.ac.in)
2	Introduction to Communication, Barriers, Communication Ethics, Crisis Communication.	Unit I & V	NPTEL :: Management - InternationalBusiness Communication
3	Introduction to leadership	Unit I & IV	NPTEL :: Basic courses-Sem 1 and 2 - Leadership

Pedagogy: Chalk & Talk, lecture, Seminar, PPT, Group Discussion and Case Study.

COURSE NUMBER 21PECM1	COURSE NAME I B.Com& BBA SEMESTER – II Professional English for Commerce and Management	Category	L	T	P	Credit
		Theory	40	5		2

Objectives

1. To develop the language skills of students by offering adequate practice in professional contexts.
2. To enhance the lexical, grammatical and socio-linguistic and communicative competence of first year physical sciences students
3. To focus on developing students' knowledge of domain specific registers and the required language skills.
4. To develop strategic competence that will help in efficient communication
5. To sharpen students' critical thinking skills and make students culturally aware of the target situation.

Course Outcomes

On the successful completion of the course, students will be able to

CLO Number	CLO Statement	Knowledge Level
CLO1	Recognise their own ability to improve their own competence in using the language	K1
CLO2	Use language for speaking with confidence in an intelligible and acceptable manner	K2
CLO3	Read independently unfamiliar texts with comprehension and understand the importance of reading for life	K3
CLO4	Understand the importance of writing in academic life	K3
CLO5	Write simple sentences without committing error of spelling or grammar	K3

(Outcomes based on guidelines in UGC LOCF – Generic Elective)

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	S	S	S	S	S
CLO5	S	S	S	S	S

S- Strong; M-Medium

UNIT1:COMMUNICATION

8 hours

Listening: Listening to audio text and answering question
Listening to Instructions

Speaking: Pair work and small group work.

Reading: Comprehension passages –Differentiate between facts and opinion

Writing: Developing a story with pictures.

Vocabulary: Register specific - Incorporated into the LSRW tasks

UNIT2:DESCRIPTION

8 hours

Listening: Listening to process description.-Drawing a flow chart.

Speaking: Role play (formal context)

Reading: Skimming/Scanning- Reading passages on products, equipment and gadgets.

Writing: Process Description –Compare and Contrast Paragraph-Sentence Definition and Extended definition- Free Writing.

Vocabulary: Register specific -Incorporated into the LSRW tasks.

UNIT 3:NEGOTIATIONSTRATEGIES

8 hours

Listening: Listening to interviews of specialists / Inventors in fields
(Subject specific)

Speaking: Brainstorming. (Mind mapping).

Small group discussions (Subject- Specific)

Reading: Longer Reading text.

Writing: Essay Writing (250 words)

Vocabulary: Register specific - Incorporated into the LSRW tasks

UNIT 4:PRESENTATIONSKILLS

8 hours

Listening: Listening to lectures.

Speaking: Short talks.

Reading: Reading Comprehension passages

Writing: Writing Recommendations

Interpreting Visuals inputs

Vocabulary: Register specific - Incorporated into the LSRW tasks

UNIT 5: CRITICAL THINKING SKILLS

8 hours

Listening: Listening comprehension- Listening for information.

Speaking: Making presentations (with PPT- practice).

Reading : Comprehension passages –Note making.

Comprehension: Motivational article on Professional Competence, Professional Ethics and Life Skills)

Writing: Problem and Solution essay– Creative writing –Summary writing

Vocabulary: Register specific - Incorporated into the LSRW tasks

Textbook

S.No.	Authors	Title of the Book	Publishers	Year of Publication
1	TamilNadu State Council for Higher Education (TANSCHE)	English for Commerce and Management Semester 1	--	--

Reference Books

S.No.	Authors	Title of the Book	Publishers	Year of Publication
1	Sreedharan, Josh	The Four Skills	Foundation books	2016
2	Pillai, G Radhakrishna, K Rajeevan, P Bhaskaran Nair	Spoken English for you	Emerald	1998
3	Pillai, G radhakrishna, K Rajeevan, P Bhaskaran Nair	Written English for you	Emerald	1998

Evaluation pattern: Internal 50 marks
ESE 50 marks

NOTE 1:

Internals 5 tests x 10 marks each = 50 marks

Test 1 : Listening

Test 2 : Speaking

Test 3 : Reading

Test 4 : Listening

Test 5 : Speaking

ESE: Only Reading, Writing and Vocabulary components from all 5 units

Question Paper pattern for ESE

Section A : $5 \times 2 = 10$ marks

Section B : $4/6 \times 5 = 20$ marks

Section C : $2/3 \times 10 = 20$ marks Total = 50 Marks

COURSE NUMBER -BB21C05	COURSE NAME – PRODUCTION AND MATERIAL MANAGEMENT	Category	L	T	P	Credit
		Core 5-Theory	101	4	-	5

Preamble

1. To make the students understand the roles/functions of production management in the context of business enterprise;
2. To introduce the basic concept of Materials Management and familiarize its applications in planning and quality concepts;
3. To understand the quality principles, frameworks, tools and techniques for effective real-life applications in manufacturing.
4. To acquaint with TQM, JIT, Six Sigma, Lean Management and World Class Manufacturing and their contribution towards production management.

Course Learning Outcome

On the successful completion of the course students will be able to:

CLO Number	CLO Statement	Knowledge Level
CLO1	Understand about Production, PPC, Quality Control, Materials Management and Supply Chain Management.	K1
CLO2	Recognize how Plant location, Master Production Schedules, Material Requirements Plan, Inspection and Material Handling Equipments are used in production.	K2
CLO3	Apply advanced production techniques like KANBAN, JIT, Lean and World Class Manufacturing.	K3
CLO4	Analyse how Plant Layout, Work Study, TQM, ERP, Vendor Rating and Evaluation can be used towards value creation of products.	K4

Mapping with Program Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1.	S	S	S	S	S
CLO2.	S	S	M	S	M
CLO3.	S	M	S	S	S
CLO4.	S	S	M	S	S

S-Strong; M-Medium; L-Low

PRODUCTION AND MATERIAL MANAGEMENT – BB21C05 (101 HOURS)

UNIT– I (21Hours)

Production Management: Meaning - Nature, Importance and Scope– ***Basic Functions of Production Management–Productivity, Efficiency and Effectiveness*** –Plant Location-Importance – Problems - Advantages and Disadvantages of Urban, Suburban, Rural locations –Factors. ***Plant Layout*** -Principles-***Types and Hybrid layouts*** –

Pros and Cons.

UNIT– II (20Hours)

Production Planning and Control– Functions – ***Master Production Schedule (MPS) – Material Requirement Planning (MRP)*** – Bill of Materials–Maintenance: Meaning, Objectives and Types of maintenance – ***Work study: Method study, Time study*** – Importance – Procedure –Types.

UNIT– III (19 Hours)

Quality Control: Definition, Concepts, Objectives -Importance and Advantages of Quality Control System, ***Inspection: Meaning and Kinds of Inspection, Control Charts*** – Types. ***Total QualityManagement***: Core Concepts & Elements of TQM, ***Steps in implementing TQM***.

UNIT – IV (22 Hours)

Materials Management: Meaning, Objectives and Importance – Purchasing principles – Purchase procedure – ***Vendor Rating and Vendor Evaluation, Inventory Control*** – Types of inventories – EOQ- Safety Stock - Re-order Point – ***KANBAN – JIT– Outsourcing. Material Handling***: Meaning– Principles -Categories of Material Handling equipment's.

UNIT– V (19Hours)

Recent Trends: An Introduction to ERP– ***Total Productive Maintenance (TPM)*** - Six Sigma –concept, benefits, usage – ***Types and Roles of Six Sigma Belts***, ISO 9000 Systems – ***Lean Manufacturing and World Class Manufacturing- AI, Virtual and Augmented Reality Applications in Production***.

*** Highlighted Text offered in blended mode (Links Provided)**

Case study (Internal valuation only)

TEXT BOOKS:

S. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	K.Aswathappa	Essentials of Production Management	Himalaya Publishing House	Revised Edition 2021
2	Dr.K. Vidyakala, Dr.N. Kathiravan, Dr.K. Nithyakala	Production and Materials Management	Bonfring Publishers	2018
3	Dr.M.M.Varma	Materials Management	Sultan Chand & Sons	2010

REFERENCE BOOKS:

S.No	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Joseph G Monks	Operations Management (Theory and Problems)	McGrawI-Hill International Second Edition	2020
2.	Chunawalla & Patel	Production and Operations Management	Himalaya Publishing House.	2017
3	Marc Helmold & Brain Terry	Operations and Supply Management 4.0 Industry Insights, Case Studies and Best Practices	Springer Cham	2021

Links:**PRODUCTION AND MATERIAL MANAGEMENT – BB21C05**

S.No	Topic	Blended Learning Links
1	Basic Concept, Functions of Production Management – Productivity, Efficiency and Effectiveness	NPTEL Video : https://youtu.be/gJDYV2SmFeY Other Youtube Links: https://www.youtube.com/watch?v=EM6OyE1GI2E https://www.youtube.com/watch?v=Brkcj6ie7ic
2	Plant Layout	NPTEL Video's https://www.youtube.com/watch?v=IhGBUcMM-rE Other youtube Links: https://www.youtube.com/watch?v=YR5jjIeIoTg
3	Types and Hybrid layouts	NPTEL Video's https://www.youtube.com/watch?v=swk6Fo-BoSA
4	Master Production Schedule (MPS) – Material Requirement Planning (MRP)	NPTEL Video MPS: https://www.youtube.com/watch?v=VjSgga4E6VY MRP: https://www.youtube.com/watch?v=1kU8HG5Y9Kc
5	Work study: Method study, Time study	NPTEL Video WS: https://www.youtube.com/watch?v=KNFZXNWYVno MS: https://www.youtube.com/watch?v=s4ndfNx_Q8g TS: https://www.youtube.com/watch?v=MdtHKf_Y_f0
6	Inspection: Meaning and Kinds of Inspection, Control Charts	NPTEL Video: https://youtu.be/AatGnlsOdAY NPTEL Video: https://archive.nptel.ac.in/noc/courses/noc21/SEM1/noc21-me16/
7	Total Quality Management	NPTEL Video: https://www.youtube.com/watch?v=ksR4Xy6tFcM

8	Steps in implementing TQM	NPTEL Video: https://youtu.be/yWIAOFs04go
9	Vendor Rating and Vendor Evaluation, Inventory Control	NPTEL: https://www.youtube.com/watch?v=FAySSHQ0org Inventory Control NPTEL: https://www.youtube.com/watch?v=9tJv5COGkD0
10	KANBAN – JIT– Outsourcing. Material Handling	NPTEL Video (KANBAN & JIT): https://www.youtube.com/watch?v=Zjx7zCjLjyw Material Handling: https://www.youtube.com/watch?v=Up1oSSJn6oM
11	Total Productive Maintenance (TPM)	NPTEL Video: https://www.youtube.com/watch?v=UOuTBCrW2kY
12	Types and Roles of Six Sigma Belts	NPTEL Video https://www.youtube.com/watch?v=Xi12Lwmz5dE https://www.youtube.com/watch?v=vmdB14BXkGU
13	Lean Manufacturing and World Class Manufacturing	NPTEL Video Lean Manufacturing: https://www.youtube.com/watch?v=G_0bl6FHo_c NPTEL Video World Class Manufacturing: https://www.youtube.com/watch?v=l_FMr9HfEGk
14	AI, Virtual and Augmented Reality Applications in Production	NPTEL Video: https://www.youtube.com/watch?v=zLMgdYI82IE

COURSE NUMBER- BB21C06	COURSE NAME- MARKETING MANAGEMENT	Category	L	T	P	Credit
		Core 6- Theory	86	4	-	4

Preamble:

1. To provide fundamentals of marketing and marketing environment in business world.
2. To assess the importance of product and brand perspectives
3. To assess the pricing strategies, marketing segmentation and positioning for a competitive advantage
4. To analyse and select marketing channels for different sectors and the promotion aspects
5. To analyse the developments in marketing and its application in modern business

Course Outcome

On the successful completion of the course, students will be able to:

CLO Number	CLO Statement	Knowledge Level
1	Recognize and recall the importance of marketing, functions, marketing environment and strategies and its role in economy	K1
2	Understand the importance and implications of product, price, channels of distribution, branding and packaging, segmentation in marketing of goods and services	K2
3	Apply the knowledge of marketing concepts and market information in market research to critically assess the markets	K3
4	Analyze the concepts, strategies and developments in marketing for enhanced marketing decisions	K4

Mapping with programme Outcome

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	M	S	S	M	M

S-Strong; M-Medium; L-Low

MARKETING MANAGEMENT- BB21C06

(86 HOURS)

UNIT – I (17 Hours)

Introduction to Marketing: Meaning, Definition and Nature of Marketing - Objectives and Characteristics - ***Marketing Functions-Factors*** -Marketing Environment–Micro and

Macro ***Buyer Behavior- Factors*** - Buyer decision making process and decision-making roles -Consumer vs Organizational buyers, ***Buyer behavior and Marketing strategies- Future Ready Marketing***.

UNIT – II (17 Hours)

Product: Introduction, Characteristics and Product Policy - ***Product Classification and Levels- Product mix*** - New Product Development- ***Product Life Cycle*** - Adoption process -Rate of adoption in new products. ***Branding and Packaging: Brand Identity - Brand Image - Brand Equity- Types of Brand*** - Objectives and Functions of Packaging- Purpose of Labelling

UNIT – III (17 Hours)

Pricing: Introduction – Objectives - ***Factors*** - Methods and Strategies. Market Segmentation: Introduction-Bases - Effective Segmentation Criteria - ***Segmentation Strategy***. Product Positioning - Introduction -Importance – Steps – Elements - Strategies.

UNIT – IV (18 Hours)

Channel of Distribution: Introduction - Objectives- ***Functions- Types- Level- Selection*** - Factors -Intermediaries- Channel Management decisions.
Marketing Research- Objectives- Elements - Importance- Tools (Multidimensional Scaling, Cluster Analysis, Conjoint Analysis). ***Marketing Information-Intelligence, Interpreting & Reporting***.

UNIT – V (17 Hours)

Recent Developments in Marketing: Digital Marketing – Definition and Characteristics - Channels, Digital Marketing Analytics – Meaning, Definition & Significance- SEO& SEM, Email Marketing - ***Mobile Marketing – Content Marketing***. Relationship Marketing- Analysing Consumer Markets - ***Customer Relationship Management- Definition - Need, Importance &Types***. Social, Ethical and Legal aspects of marketing

*** Highlighted Text offered in blended mode (Links Provided)**

Case study (internal valuation only)

Text books:

Sl.No	Author(s)	Title of the Book	Publisher	Year of Publication
1	Philip Kotler, Kevinlane Keller, Alexander Chernev, Jagdish N.Sheth & G.Shainesh	Marketing Management-Indian Case Studies Included	Pearson Publishers	2022

2	Prof. M. Devendra Dr. Manish Joshi, Dr. N. Manjula, Dr. K. Suresh Kumar, Dr. Padma C	Principles of Marketing	Red Shine Publications	2022
3	Rajan Saxena	Marketing Management	McGraw-Hill	2019

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1	Neeru Kapoor	Principles of Marketing	Prentice Hall India	2022
2	Ramasamy and S. Namakumari	Marketing Management: Indian Context Global Perspective	Sage Publications India Pvt Ltd; Sixth edition	2018

Links: Marketing Management-BB21C06

S.No	Topic	Blended Learning Links
1.	Marketing Functions- Factors	https://www.youtube.com/watch?v=uTifDBH80HU
2.	Buyer Behavior- Factors	https://archive.nptel.ac.in/courses/110/104/110104068/
3.	Product Classification and Levels- Product mix	https://nptel.ac.in/courses/110104070
4.	Product Life Cycle	https://www.youtube.com/watch?v=LX8VMdFwxro
5.	Branding and Packaging: Brand Identity- Brand Image-Brand Equity- Types of Brands	https://www.youtube.com/watch?v=uq8hlvuFA54&feature=emb_imp_woyt
6.	Segmentation Strategy	https://www.youtube.com/watch?v=OLaoRVohzPU
7.	Functions- Types- Level- Selection	https://nptel.ac.in/courses/110104070
8.	Marketing Research- Objectives- Elements - Importance-	https://www.youtube.com/watch?v=018ywRj7WF8&feature=emb_imp_woyt
9.	Marketing Information- Intelligence, Interpreting & reporting.	https://www.youtube.com/watch?v=HPR16wa5pDY&feature=emb_imp_woyt

10.	Mobile marketing, Content marketing	https://www.youtube.com/watch?v=zK7B_ABUEpQ , https://www.youtube.com/watch?v=osVm6UrwEYc
11.	Customer Relationship Management- Definition - Need, Importance & Types.	https://www.youtube.com/watch?v=9S9proEmevU

COURSE NUMBER- BB21C07	COURSE NAME – ORGANISATIONAL BEHAVIOUR	Category	L	T	P	Credit
		Core 7 Theory	86	4	-	4

Preamble

1. To provide the students with knowledge on organizational behaviour concepts, theories, and business practices at national and global level.
2. To develop human relation skills (group dynamics, team building and leadership).
3. To analyze the impact of personality, values, perception, motivation and attitudes on behaviour in organizations.
4. To apply organizational behaviour approaches in the workplace towards improving organization's effectiveness

Course Outcome

On the successful completion of the course, students will be able to:

CLO NUMBER	CLO Statement	Knowledge Level
CLO1	Understand Organisational behaviour concepts, theories and relate it to organizational context.	K1
CLO2	Recognize the impact of perceptions, attitudes, personality, culture and rewards on organizational performance.	K2
CLO3	Apply the needs of group dynamics, cohesiveness, power, politics and values for development of team building.	K3
CLO4	Analyse the behaviour of individuals and groups to handle stress and conflict in an organisation and adapt with the organization climate and changes.	K4

Mapping with Programme Outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	S	M	M
CLO4	M	S	S	M	M

S-Strong; M-Medium; L-Low

ORGANISATIONAL BEHAVIOUR – BB21C07 (86 HOURS)

UNIT – 1 (17 Hours)

Nature and importance of Organisational Behaviour (OB)— ***Concept and Relevance of OB in Modern Management*** - Models of OB- Challenges and Opportunities faced by

Managers applying OB- Learning: Concept and implications; Conditioning and Social Learning Theories; Self-concept, Self-Esteem, ***Personality, Meaning, Major determinants of Personality- Personality traits – Personality tests***.

UNIT – II (18 Hours)

Perception- Process, importance, ***factors influencing perception***, Managerial and Behavioural applications of Perception, ***Attribution Theory –Organisational Applications*** Motivation-Concept, Theories (Maslow, Herzberg and McGregor) ***Evaluation, Feedback and Reward- Attitudes: characteristics, components, Types of Attitudes; Values, Beliefs and Attitudes with Managerial Implications***

UNIT – III (17 Hours)

Group Dynamics- Definition, types of Groups, Stages of Group development, ***Team and Team Building, Group Cohesiveness – Group norms -Group processes and Group Decision Making***, Evolution of Group into teams. ***Organisation Power: Concept; Sources and Classification; Power Tactics; Coalitions***; Politics: People’s Response to Organisational Politics.

UNIT – IV (18 Hours)

Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; ***Across Culture***; Employees Learning of The Culture; Creating a Customer-Responsive Culture. Organizational Stress & Conflict: Concept; Consequences and sources; ***Stress Management: Approaches; Types of Stress and Conflicts; Stages; Effects and Management of Conflicts***.

UNIT – V (16 Hours)

Organisational Development and climate – Factors affecting organisational Climate – importance -Organizational Development Characteristics – Objectives – ***Organisational Effectiveness- Organisational Change and innovation - Concept and Forces for Change***; Managing Planned Changes; Resistance to Change; ***Boundedness of Managing the Change***.

*** Highlighted Text offered in blended mode (Links Provided)**

Case study (internal valuation only)

Text Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Stephen P. Robbins , Timothy A. Judge Neharika Vohra	Organisational Behaviour	18 th Edition Pearson	2022
2.	Fred Luthans, Brett C. Luthans, Kyle W. Luthans	Organizational Behavior: An Evidence-Based Approach	Information Age Publishing	2020
3.	Dr. F. C. Sharma	Organisational Behaviour	SBPD Publications	2021

Reference Books:

Sl. No.	Author(s)	Title of the Book	Publisher	Year of Publication
1.	Mathias J. Seventh	Organizational Behavior: How to Turn Your Business Into The Professional Organization That You Want	Author's Republic	2019
2.	K. Aswathappa	Organizational Behavior	Himalaya Publishing House Pvt. Ltd.	2018
3.	Raisa Arvinen-Muondo, Stephen Perkins	Organizational Behavior People, Process, Work and Human Resource Management	Brilliance Publishing	2018

LINKS: ORGANISATIONAL BEHAVIOUR – BB21C07

S.No.	Topics	Blended Learning Links
1	Concept and Relevance of OB in Modern Management	https://www.youtube.com/watch?v=-sLHfYnxh8s&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=3
2	Personality, Meaning, Major determinants of Personality- Personality traits	https://www.youtube.com/watch?v=vJuYtdksW6c&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=6
3	Personality tests	https://www.youtube.com/watch?v=fncSqQxgGnw&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=7
4	Perception- Process, importance, factors influencing perception,	https://www.youtube.com/watch?v=DNdUY4nz1qQ&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=11
5	Attribution Theory –Organisational Applications	https://www.youtube.com/watch?v=hKCCzdqhs1I&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=12
6	Evaluation, Feedback and Rewards	https://www.youtube.com/watch?v=MK9Jt7BxoYM&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=18
7	Attitudes: characteristics, components, Types of Attitudes	https://www.youtube.com/watch?v=5dresZBMrnE&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=8
8	Values, Beliefs and Attitudes with Managerial Implications	https://www.youtube.com/watch?v=qaCs1PyPG04&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=10
9	Team and Team Building,	https://www.youtube.com/watch?v=6mBLT7gux2I&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=22
10	Group Cohesiveness – Group norms - Group processes and Group Decision Making,	https://www.youtube.com/watch?v=v1gigx9fweY&list=PLbMVogVj5nJQYXoO3foSZ6CrU7aCCwTsb&index=23

11	Organisation Power: Concept; Sources and Classification; Power Tactics; Coalitions	https://www.youtube.com/watch?v=3wLDyPN4QMY&list=PLbMVogVj5nJOYXoO3foSZ6CrU7aCCwTsb&index=26
12	Across culture	https://www.youtube.com/watch?v=_s6z81TGMXQ&list=PLbMVogVj5nJOYXoO3foSZ6CrU7aCCwTsb&index=41
13	Stress Management: Approaches	https://www.youtube.com/watch?v=KHD0pIh6UEg&list=PLbMVogVj5nJOYXoO3foSZ6CrU7aCCwTsb&index=20
14	Causes; Types; Stages; Effects; Management of Conflicts.	https://www.youtube.com/watch?v=KXTi6S-pLa8&list=PLbMVogVj5nJOYXoO3foSZ6CrU7aCCwTsb&index=25
15	Organisational Effectiveness- Organisational Change and innovation - Concept and Forces for Change	https://www.youtube.com/watch?v=TnhBeaFbHYo&list=PLbMVogVj5nJOYXoO3foSZ6CrU7aCCwTsb&index=39
16	Boundedness of Managing the Change.	https://www.youtube.com/watch?v=Ws2gVrVzYbo&list=PLbMVogVj5nJOYXoO3foSZ6CrU7aCCwTsb&index=40

COURSE NUMBER- BB21A01	COURSE NAME – ALLIED 3-INCOME TAX	Category	L	T	P	Credit
		Allied 3 Theory	86	4	-	5

Preamble

1. To familiarize students with provisions of the direct taxes;
2. To enable the students to know the different heads of income tax and practical information needed for a clear understanding of individual income tax and to know how to process E-Filing;
3. To apply the various deductions in respect of incomes.
4. To apparent the students with knowledge for filing tax returns.

Course Outcomes

On the successful completion of the course, students will be able to:

CLO Number	CLO Statement	KNOWLEDGE LEVEL
CLO1	Understand the fundamentals of Income tax act and its amendments	K1
CLO2	Recognize the elements of capital & revenue expenditure, heads of income, capital gains & income from various sources.	K2
CLO3	Apply deductions and exemptions, assessment procedures and prepare the taxable income under various heads of income	K3
CLO4	Analyze and compute gross total income with deductions	K4

Mapping with Programme outcomes

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	M
CLO2	S	S	S	S	S
CLO3	S	S	M	M	S
CLO4	S	S	M	S	S

S-Strong; M-Medium; L-Low

INCOME TAX – BB21A01

(86 HOURS)

UNIT – I (15 Hours)

Scope of Income tax Act – ***Definitions-Important concepts of Income*** - Basis of Charge – ***Residential Status and Scope of Total Income*** (simple problems only) – Income exempted from Income tax – ***Agricultural Income*** – Capital and Revenue Expenditure.

UNIT – II (21 Hours)

Heads of Income - Income from Salary – Computation – ***Taxable sections connected with income from Salary - Deduction u/s 80C out of GTI*** (simple problems only).
Income from House Property – Computation of Annual Value – Deductions from Net Annual Value u/s 24. (simple problems only).

UNIT – III (20 Hours)

Income from Business or Profession – ***Computation of Profits and Gains of Business or Profession***- Allowable Deductions. (Including computation of Depreciation).(simple problems only). ***Capital Gains*** – Computation of Long Term Capital Gain – Computation of Short Term Capital Gain - Exempted Capital Gains. (simple problems only)

UNIT – IV (17 Hours)

Income from Other Sources – Computation of other income -General Deductions. ***Carry forward and Set-off of losses*** – computation of Set-off and carry forward losses. Computation of Total Income (simple problems only).

UNIT – V (13 Hours)

Assessment Procedure: Self-Assessment – Compulsory Best Judgment Assessment – Reassessment – ***Authorities in Income Tax – Procedure for Filing of Returns***. E-Filing – Procedures

*** Highlighted Text offered in blended mode (Links Provided)**

Case study (internal valuation only)

Text Book:

Sl.No	Author	Title of the Book	Publisher	Year of Publication
1	Gaur and Narang	Income Tax Law and Practice	Kalyani Publishers, New Delhi,	Current Edition

Reference Books:

S.No	Author(s)	Title of the Book	Publisher	Year of Publication
1	H.C. Mehrothra and S.P. Goyal	Income Tax and Practice	Sultan Chand & Sons	Revised Current Edition
2	Dr. Vinod K. Singhania, Dr. Kapil Singhania	Direct Tax Law and Practice	Tax Mann Publication Pvt Ltd.,	Revised Current Edition
3	Dr. S.P. Goyal Dr. H.C. Mehrotra	Income Tax Law & Practice	Sahitya Bhawan Publications	Revised Current Edition

Pedagogy: Chalk & Talk, lecture, Seminar, PPT, Group Discussion and Case Study.

Links: INCOME TAX – BB21A01

S.No	Topic	Blended Learning Links
1	Scope of Income tax Act – Definitions-Important concepts of Income	https://www.youtube.com/watch?v=Kw7TvxixcJM&list=RDCMUCILLZnneWNoJYW8iSqbuECw&index=4
2	Residential Status and Scope of Total Income	https://www.youtube.com/watch?v=GQu22_FNXv4
3	Agricultural Income	https://www.youtube.com/watch?v=Rj7J8uoT0_4
4	Income from Salary – Computation –	https://www.youtube.com/watch?v=ZcXQkddoz6A&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=11
5	Taxable sections connected with income from Salary	https://www.youtube.com/watch?v=8FC0MVXL-aA
6	Income from House Property	https://www.youtube.com/watch?v=sUYDYSU9VK8&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=28 https://www.youtube.com/watch?v=LOUfnHkQFmA&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=35
7	Computation of Profits and Gains of Business or Profession	https://www.youtube.com/watch?v=JH8woL-6yBA&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=13 https://www.youtube.com/watch?v=9mCTUvA2-DQ&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=14 https://www.youtube.com/watch?v=dUteafYq8E&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=15 https://www.youtube.com/watch?v=jtRtVqYHqB0&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=16
8	Capital Gains	https://www.youtube.com/watch?v=yr1Z6tOL3jw&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=37 https://www.youtube.com/watch?v=Hk8xwH1-MTw&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=38 https://www.youtube.com/watch?v=FeqHBnQi8Z0&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=39 https://www.youtube.com/watch?v=9ea-UdJjDho&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=40
9	Income from Other Sources	https://www.youtube.com/watch?v=vRgwJJmL_Pw&list=RDCMUCILLZnneWNoJYW8iSqbuECw&index=18
10	Carry forward and Set-off of losses	https://www.youtube.com/watch?v=FQ3nS_jbVU0&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=53 https://www.youtube.com/watch?v=2Lw6A982ZE4&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=54 https://www.youtube.com/watch?v=1vLjYeQrMkE&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=55 https://www.youtube.com/watch?v=-4vMdZjib2U&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=56
11	Computation of Total	https://www.youtube.com/watch?v=8F_0U1qfQFg&list=PLAtVUIP

	Income (simple problems only).Assessment Procedure: Self-Assessment	nhd5n8P29K9n41o8spWbseF55N&index=57 https://www.youtube.com/watch?v=cdAQnGJnW5c&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=58 https://www.youtube.com/watch?v=2YNAiB6Sb8g&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=59 https://www.youtube.com/watch?v=OCXDDLsMZOY&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=60 https://www.youtube.com/watch?v=o-BN9Leti4w&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=61 https://www.youtube.com/watch?v=Q7JdQIVEkd8&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=62 https://www.youtube.com/watch?v=z5Ov_D3zgAo&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=63 https://www.youtube.com/watch?v=I_DtZsDuSsg&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=64
12	Procedure for Filing of Returns	https://www.youtube.com/watch?v=8F_0U1qfQFg&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=57 https://www.youtube.com/watch?v=cdAQnGJnW5c&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=58 https://www.youtube.com/watch?v=2YNAiB6Sb8g&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=59 https://www.youtube.com/watch?v=OCXDDLsMZOY&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=60 https://www.youtube.com/watch?v=o-BN9Leti4w&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=61 https://www.youtube.com/watch?v=Q7JdQIVEkd8&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=62 https://www.youtube.com/watch?v=z5Ov_D3zgAo&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=63 https://www.youtube.com/watch?v=I_DtZsDuSsg&list=PLAtVUIPnhd5n8P29K9n41o8spWbseF55N&index=64

COURSE NUMBER- BB21SB01	COURSE NAME – FINANCE AND ACCOUNTING FOR BUSINESS PROCESS SERVICES – PAPER –I (THEORY)	Category	L	T	P	Credit
		Theory	43	2	-	3

Preamble

1. To familiarize the fundamentals of ‘Business Process Outsourcing’ to the students.
2. To enable the students to understand Accounts Payable, Accounts Receivable & General Ledger process.
3. To impart knowledge on various Accounting Standards & IFRS.
4. To impart knowledge on Finance & Accounting in BPO scenario.

Course Outcome

On the successful completion of the course, students will be able to:

CLO Number	CLO Statement	Knowledge Level
CLO1	Recognize the Outsourcing Need, AP, AR, GL and Current Trends in BPO	K1
CLO2	Understand the Outsourcing, AP, AR & GL Process	K2
CLO3	Apply Indian/US GAAP and IFRS	K3
CLO4	Analyze AP, AR, GL Process & Accounting Standards	K4

Mapping with programme Outcome

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5
CLO1	S	S	S	S	S
CLO2	S	S	S	S	S
CLO3	S	S	M	M	M
CLO4	S	S	M	M	M

S-Strong; M-Medium; L-Low

Finance and Accounting For Business Process Services -Paper –I (Theory) – BB21SB01 (43 HOURS)

Unit –I (7 Hours)

Outsourcing need and current trends- BPO areas- Horizontal and Business Verticals-BPO industry- Key Trends in Outsourcing Industry.

Unit II (10 Hours)

Accounts payable- Vendor master-Invoice and payment processing-vendor reconciliation- Role of technology in accounts payable.

Unit III (11 Hours)

Accounts receivable-Sub categories- Credit Management-Sales Order Management-Billing and revenue recognition- Collection procedures-Cash application-reconciliation and reporting- Netting off.

Unit-IV (8 Hours)

General Ledger Process- Chart of accounts-Tax Accounting- Tax Accounting in India and US-Reporting.

Unit-V (7 Hours)

Accounting standards Board-Key Indian Accounting Standards-India and IFRS-International financial accounting standards- Comparison between Indian/US GAAP and IFRS.

TEXT BOOKS: TCS MATERIALS