



MANONMANIAM SUNDARANAR UNIVERISTY,  
TIRUNELVELI-12

## SYLLABUS

### UG - COURSES – AFFILIATED COLLEGES

Course Structure for BBA  
(Choice Based Credit System)

(with effect from the academic year 2020-2021 onwards )



Semester-V				
Part	Subject Status	Subject Title	Subject Code	Credit
III	Core 13	Financial Management	AMBA51	4
III	Core 14	Entrepreneurship Development	AMBA52	4
III	Core 15	Management Information System	AMBA53	4
III	Core 16	Introduction to Business Analytics	AMBA54	4
III	Major Elective I (CHOOSE ANY ONE)	Retail Management Or Financial Services Or Training and Development (CHOOSE ANY ONE)	AEBA51/ AEBA52/ AEBA53	4
III	Skill Based Subject Common	Personality Development	ACSB51	2
III		Mini Project	AMBA5P	3



**Total Marks: 100 Internal Exam: 25 marks + External Exam: 75 marks**

**A. Scheme for internal Assessment:**

Maximum marks for written test: **20 marks**

**3 internal tests**, each of **1 hour** duration shall be conducted every semester.

To the average of the **best two** written examinations must be added the marks scored in. The **assignment** for 5 marks.

The break up for internal assessment shall be:

Written test- 20 marks; Assignment -5 marks Total - 25 marks

**B. Scheme of External Examination**

**3 hrs.** examination at the end of the semester

A – Part : 1 mark question two - from each unit

B – Part : 5 marks question one - from each unit

C – Part : 8 marks question one - from each unit

➤ **Conversion of Marks into Grade Points and Letter Grades**

S.No	Marks	Letter Grade	Grade point (GP)	Performance
1	90-100	O	10	Outstanding
2	80-89	A+	9	Excellent
3	70-79	A	8	Very Good
4	60-69	B+	7	Good
5	50-59	B	6	Above Average
6	40-49	C	5	Pass
7	0-39	RA	-	Reappear
8	0	AA	-	Absent

➤ **Cumulative Grade Point Average (CGPA)**

$$CGPA = \frac{\sum (GP \times C)}{\sum C}$$

- **GP** = Grade point, **C** = Credit
- CGPA is calculated only for Part-III courses
- CGPA for a semester is awarded on cumulative basis

➤ **Classification**

- First Class with Distinction : CGPA  $\geq 7.5^*$
- First Class : CGPA  $\geq 6.0$
- Second Class : CGPA  $\geq 5.0$  and  $< 6.0$
- Third Class : CGPA  $< 5.0$



# FINANCIAL MANAGEMENT

## Course Objective:

To acquaint students with the techniques of financial management and their applications for business decision making.

## Unit –I: INTRODUCTION

Financial Management: Meaning, Nature and Scope of financial Management- Traditional and Modern Approach; Profit Maximization, Wealth Maximization - Finance Function – Concept of Time Value of Money, present value, future value, and annuity.

## UNIT- II: COST OF CAPITAL

Concept of Cost of Capital- Significance of Cost of capital- Measurement of specific costs of capital- Cost of debt-Cost of Equity Share- Cost of Preference Share- Cost of Retained Earning- Measurement of overall cost of capital based on Historical and Market value weights.- Capital structure-Meaning-Capital structure Vs financial structure- Optimal capital structure- Factors determining capital structure-Capital structure theories-Net income approach-Net-operating income approach-Modigliani and Miller Approach-Arbitrage process-Traditional approach.

## UNIT- III: CAPITAL BUDGETING

Capital Budgeting –Nature and meaning of capital budgeting- Cash flow-Capital budgeting techniques – Payback period-Accounting Rate of Return, Net Present Value, Internal Rate of Return -Profitability Index Method.

## UNIT –IV: DIVIDEND DECISION

Dividend decisions - Dividend policy- Determinants of dividend-Conservative vs. liberal policy - Payout ratio- Retention ratio- Dividend theories-Walters model-Gordon model- MM hypothesis policy-Bonus shares- Stock splits.

## UNIT –V: WORKING CAPITAL MANAGEMENT

Working Capital - concept-Types- Operating and cash cycle-Importance-Determinants of working capital-Sources of working capital-Estimation of working capital-Cash management- Receivable management-Inventory management.

(Marks: Theory 40% and Problems 60%)

## Reference Books:

1. Financial Management Text Problem and Cases -Khan, M.Y & P.K. Jain
2. Financial Management): Theory and Practices - Pandey, I.M
3. Financial management: Theory and Practice -. Chandra Prasanna.
4. Financial management- S.N. Maheshwari
5. Financial Management -ShashiK.Gupta, R.K.Sharma, Neeti Gupta



# ENTREPRENEURSHIP DEVELOPMENT

## Course Objective:

To equip and develop the learners entrepreneurial skills and qualities essential to undertake business and to impart the learner's entrepreneurial competencies needed for managing business efficiently and effectively.

## UNIT I INTRODUCTION

Definition of Entrepreneurship – Concept of Entrepreneurship – Role of Entrepreneurship in Economic development – Types of Entrepreneurs – Barriers – ED cycle - Characteristics of Successful Entrepreneurs.

## UNIT II ENTREPRENEURIAL ENVIRONMENT

EDP in India – Phases of Entrepreneurial programs — Industrial Estates –Industrial clusters –Incentives and subsidies – Advantages - Needs & Problems – Promotional agencies –NMCC,SIDO, NSIC, NAYE, TCO, SISI's- Khadi & Village Commission- STEP – NIESBUDKITCO–SIDCO- TIIC- MSME & DICs- Business Incubators& Start-ups.

## UNIT III BUSINESS PLAN PREPARATION

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

## UNIT IV FINANCING OF SMALL BUSINESS

Financing Options - Bridge capital, Seed capital assistance, Margin money scheme, Sickness, Causes-Remedies- An overview on the roles of institutions/schemes in entrepreneurial development- SIDBI, TIIC,IFCI, TNSFC, - commercial banks - .Scheme MUDRA, CGMSE,CLCS,SWARNA JAYANTHI Rozgar Schemes, PMRY -- Other financing options - venture capital, crowd funding, Angel Investors.

## UNIT V MANAGEMENT OF SMALL BUSINESS

Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.

## Reference Books:

1. Entrepreneurial Development - S.S.Khanka,
2. Small Scale Industries and Entrepreneurship.S. Vasant Desai
3. Entrepreneurship-R.D.Hisrich
4. Entrepreneurship - Rajeev Roy
5. Projects – Planning, Analysis, Selection, Implementation - Prasanna Chandra



# **MANAGEMENT INFORMATION SYSTEM**

## **Course Objective:**

The course will introduce students to get a comprehensive knowledge and understanding on why information systems are so important today for business and management, evaluate the role of the major types of information system in a business environment and their relationship to each other.

## **UNIT – I: INTRODUCTION**

Introduction, Concept, evolution and meaning of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.

## **UNIT II: INFORMATION AND MANAGERIAL EFFECTIVENESS**

Information and Managerial Effectiveness, Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.

## **Unit III: Information Systems**

Information Systems – Information systems and their role in Business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, Business expert system.

## **Unit IV: Information System for Functional Areas and Issues**

Information system for functional areas- Information system for Financial- Marketing inventory control- Production and HR functions – Security Issues relating to Information System, threats to information system – Vulnerability, Risk and Control measures.

## **UNIT- V:- NEW TRENDS IN MIS**

Cloud computing, CRM technology for business. Data Warehousing and artificial intelligence, Near field communication and Super Beam (Only Concepts)

## **Reference Books:**

1. Management Information System - Jawadekar
2. Management Information System - Arora
3. Management Information System- C.S.V. Murthy
4. Management Information - G. V. SatyaSekhar



# BUSINESS ANALYTICS

## Course Objective:

Understanding the Role of Business Analyst and Data Science in business. And to familiarize the use and applications of Business Analytics to the students of Business Administration

## UNIT –I: INTRODUCTION

Business Analytics : The Science of Data Driven Decision making ,Concept of Descriptive, Predictive and Prescriptive Analytics, Framework, Challenges and Future of Data Driven Decision Making.

## UNIT- II: INTRODUCTION TO DESCRIPTIVE ANALYTICS

Data Types and Scales- Importance of data quality - Dealing with missing or incomplete data - Data Classification - coding- encryption-decryption - Data Visualization: Histogram, Bar Chart, Pie Chart, Scatter Plot, Coxcomb Chart, Box Plot.

## UNIT- III: INTRODUCTION TO PROBABILITY

Probability Theory, Terminology, Fundamental Concepts of Probability, Random Variable, Probability Distributions: Binomial, Poisson, Normal. Central Limit Theorem, Estimations of Population Parameters, Types of Estimations: Point and Interval,

## UNIT –IV: PRESCRIPTIVE ANALYTICS

Introduction to Prescriptive Analytics - Linear Programming (LP): LP Model Building, LPP Terminologies, Assumptions of LP, Sensitivity Analysis in LPP, Solving LPP by Graphical Method.

## UNIT- V: APPLICATION OF BUSINESS ANALYSIS

Marketing Analytics, Financial Analytics, Big Data Analytics, Web and Social Media Analytics.

## Reference Books:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri,
2. Fundamentals Of Business Analytics. Prasad, R.N., & Acharya,
3. Business Analytics: The Science of Data-driven Decision Making.S.Kumar
4. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019



# **RETAIL MANAGEMENT**

## **Course Objectives:**

To give an overview of the conceptual aspects of retail marketing management.

## **UNIT –I: Introduction**

Retailing: - Introduction - scope - Functions of retailing - Retail industry in India - types of Retailing format –Segments of organized retailing in India- Retail as a career.

## **UNIT- II: Retail planning**

Retail planning and location: - Introduction – Strategic retail planning process- Location- Types of locations- Steps- Site selection Analysis.

## **UNIT- III: Retail store Design and Pricing**

Store design, layout and Visual merchandising: Concepts and principles - elements – Visual merchandising and atmospherics – tools used for visual merchandising-pricing.

## **UNIT- IV: Retail Supply Chain Management**

Supply chain management and Retail logistics: - Evolution of supply chain management –Need – CPFR – Retail logistics - concepts - Importance of information in supply chain management.

## **UNIT- V: Retail Promotion**

Retail promotion: - Retail store sales promotion - Retail promotion mix strategy – Emerging trends in retailing - Online retailing.

## **Reference Books:**

1. Retail management- Barmen, Barry and Joel Evans
2. Retail management –SwapnaPradhan
3. Retail management- Chetan Bajaj
4. Integrated Retail Management - James.R.Ogden and Denis .T .Ogden
5. Retail Management- Suja Nair



# **FINANCIAL SERVICES**

## **Course Objectives:**

Providing the students with an understanding of the various financial services available in the country.

## **UNIT- 1: INTRODUCTION**

Financial system – meaning – components – financial markets – money market – capital market – financial instruments – financial institutions – financial service .

## **UNIT –II: FUND BASED FINANCIAL SERVICES**

Lease financing – Hire purchase finance and consumer credit –factoring and forfeiting – bills discounting – housing finance – insurance – venture capital financing .

## **UNIT –III: NON- FUND BASED FINANCIAL SERVICES**

Fee based advisory service - Merchant banking – project advisory services – custodian service – credit rating – capital restructuring service- safe custody services- stock broking – depositories.

## **UNIT- IV: MUTUAL FUND SERVICES**

Mutual funds - operations performances, regulation - SEBI guidelines for mutual funds.

## **UNIT- V: BPR SERVICES**

Mergers and Acquisitions - SEBI code on Take-overs - Business Failures and reorganizations.

## **Reference Books:**

1. Financial Services - Khan M Y
2. Financial Services –Gurusami
3. Financial Services – SandeepGoel
4. Financial Services and System – K.Sasidharan& Alex K Mathews
5. Indian Financial System- Bharathi V Pathak





## **TRAINING AND DEVELOPMENT**

### **Course Objectives:**

To understand the concepts, tools and techniques of management training and development.

### **UNIT- I: LEARNING**

Concept, principles of learning, methods of learning, importance of teaching techniques, instruction technology, instructor behaviour, attention versus involvement.

### **UNIT –II: TRAINING**

Training: Concept, Importance & Objectives of Training, Process and Significance of Training, Identification of Training Needs, Evaluation of Training Effectiveness.

### **UNIT – III: METHODS OF TRAINING**

On the job training ,Off the job training, choosing optimum method ,the lecture, field trips, panel discussion, behavior modeling, interactive demonstrations, brain storming, case studies, action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role- plays-reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.

### **UNIT- IV: DESIGNING AND CONDUCTING TRAINING AND DEVELOPMENT PROGRAMMES**

Concept - process of designing and conducting Training and development. Designing A Training Unit (Cross Cultural, Leadership, Training the Trainer, Change), Budgeting of Training.

### **UNIT- V: EVALUATION OF TRAINING AND DEVELOPMENT PROGRAMME**

Concept-Definition of Training Evaluation-Types of Evaluation-Evaluation design issues, Induction versus Orientation-Evaluating Training and development-objectives, process, purpose, Effectiveness of training.

### **Reference Books:**

1. Training& Development – B. Janakiram
2. Essentials of Training and Development – Dr. Anjali Ghanekar
3. Manpower Training in organizations - Dayal, I,
4. Effective Human Resource Training and Development Strategy- Reddy
5. 360 Degree Feedback, Competency Mapping and Assessment Centres- Sharma, R



## MINI PROJECT

### Course Objectives :

- To undergo an external field survey by choosing any industry (or) company (or) organization
- To train in drafting the formal report
- To improve the presentation skill among the students

The students may choose any industry (or) company (or) organization of their choice for doing mini-project. The data may be primary or secondary sources.

1. The students should undergo an external field survey or case study of a selected industry (or) company (or) organization by confining the specialisation chosen from the available clusters.
2. .... As like a project report, this field survey / case study report shall be prepared by starting the title as Survey/ Case study of company or industry or organisation.
3. Since it is an external study report, the students should pay utmost interest in drafting the report and it should be as like formal report.
4. Field survey/ Case study chosen by the students for field investigation should be related to the course.
5. Before starting of fifth semester examinations, the student should submit the report both hard and soft copy with regard to this viva-voce shall be conducted through the Power-point presentation.
6. The report should be evaluated for 50 marks and viva-voce exam shall be conducted for 50 marks. Total marks for the paper is 100.
7. Students should attain 40 marks in both report and viva-voce to clear the paper. If the student is unable to clear or absent for the above examination, he/she should reappear with updated report after paying the examination fees to the university in the next semester.
8. After the completion of semester end examinations, the report and viva-voce exams have to be conducted by the approved examiners of the university.

### 9. Instruction for submission:

- a. The volume or size of the report may be about 15 to 20 pages typed with font name of Times New Roman in 1.5 paragraph space. (Excluding Content page, Certificate, Acknowledgement, Declaration certificate, Index and Appendix)
- b. Students are required to submit the survey/case report in duplicate after duly signed by Principal/Director of the college and approved Faculty Guide before the semester end examination.
- c. Duration for the survey/case report preparation can be fixed as per the direction of the Guide.



The report should have the following aspects and present the report in the order mentioned below.

**CHAPTER-I :**

Introduction about the industry (or) company (or) organization - Form of Ownership - License or Registration - Organisation structure - Sources of Finance .

**CHAPTER-II :**

Number of employees - Recruitment process – Training – Appraisal of employees

**CHAPTER-III:**

Product / Service produced or offered – Manufacturing process – Raw materials and Equipments used - Logo – Slogan.

**CHAPTER-IV:**

Marketing of Products/Services – Channel of Distribution – Advertising – Sales promotion and sales management.

**CHAPTER-V :**

Conclusion based on the overall observation of the study.

## **PERSONALITY DEVELOPMENT**

**UNIT: I - PERSONALITY**

Definition –Determinants –Personality Traits –Theories of Personality –Importance of Personality Development. SELF AWARENESS–Meaning –Benefits of Self – Awareness –Developing Self –Awareness. SWOT–Meaning –Importance-Application –Components. GOAL SETTING-Meaning-Importance –Effective goal setting – Principles of goal setting –Goal setting at the Right level.

**UNIT :II- SELF MONITORING**

Meaning –High self –monitor versus low self monitor –Advantages and Disadvantages self monitor-Self –monitoring and job performance. PERCEPTION- Definition-Factor influencing perception-Perception process –Errors in perception – Avoiding perceptual errors. ATTITUDE–Meaning-Formation of attitude –Types of attitude -Measurement of Attitudes –Barriers to attitude change –Methods to attitude change.

ASSERTIVENESS-Meaning –Assertiveness in Communication –Assertiveness Techniques –Benefits of being Assertive –Improving Assertiveness.



### **UNIT : III - TEAM BUILDING**

Meaning –Types of teams –Importance of Team building-Creating Effective Team. LEADERSHIP–Definition –Leadership style-Theories of leadership –Qualities of an Effect leader. NEGOTIATION SKILLS–Meaning –Principles of Negotiation –Types of Negotiation –The NegotiationProcess –Common mistakes in Negotiation process. CONFLICT MANAGEMENT–Definition-Types of Conflict-Levels of Conflict – Conflict Resolution –Conflict management .

### **UNIT :IV - COMMUNICATION**

Definition –Importance of communication –Process of communication - Communication Symbols –Communication network –Barriers in communication – Overcoming Communication Barriers. TRANSACTIONAL ANALYSIS–Meaning – EGO States –Types of Transactions –Johari Window-Life Positions. EMOTIONAL INTELLIGENCE-Meaning –Components of Emotional Intelligence-Significance of managing Emotional intelligence –How to develop Emotional Quotient. STRESS MANAGEMENT–Meaning –Sources of Stress –Symptoms of Stress –Consequences of Stress –Managing Stress.

### **UNIT :V - SOCIAL GRACES**

Meaning–Social Grace at Work –Acquiring Social Graces. TABLE MANNERS– Meaning –Table Etiquettes in Multicultural Environment-Do's and Don'ts of Table Etiquettes. DRESS CODE–Meaning-Dress Code for selected Occasions –Dress Code for an Interview. GROUP DISCUSSION–Meaning –Personality traits required for Group Discussion-Process of Group Discussion-Group Discusson Topics. INTERVIEW–Definition-Types of skills –Employer Expectations –Planning for the Interview –Interview Questions-Critical Interview Questions.

### **REFERENCES:**

1. Dr.S. Narayana Rajan, Dr. B. Rajasekaran, G. Venkadasalapathi, V. Vijuresh Nayaham and Herald M.Dhas, Personality Development, Publication Division, Manonmaniam Sundaranar University, Tirunelveli
2. Stephan P.Robbins, Organisational Behaviour, Tenth Edition, Prentice Hall of India Private Limited, New Delhi,2008.
3. Jit S. Chandan, Oragnisational Behaviour, Third Edition, Vikas Publishing House Private Limited, 2008.
4. Dr.K.K. Ramachandran and Dr.K.K. Karthick, From Campus to Corporate, Macmillan Publishers India Limited, New Delhi,2015.

