

VIVEKANANDHA

**COLLEGE OF ARTS AND SCIENCES FOR WOMEN
ELAYAMPALAYAM, TIRUCHENGODE (Tk.), NAMAKKAL (Dt.).**

(Approved by AICTE & Re- accredited with A grade by NAAC)



DEPARTMENT OF BUSINESS ADMINISTRATION

B.B.A

SYLLABUS & REGULATIONS

AUTONOMOUS

**FOR CANDIDATES ADMITTED FROM 2017-18 ONWARDS UNDER
AUTONOMOUS & CBCS PATTERN**

VIVEKANANDHA EDUCATIONAL INSTITUTIONS

Angammal Educational Trust

Elayampalayam, Tiruchengode (Tk.), Namakkal (Dt.)

B.B.A.

I. SCOPE OF THE COURSE

B.B.A. is a high profile undergraduate program aimed to create enhanced competence of career positioning tied up with opportunity to become a global business and management professional. The program expects a serious commitment of the student to take up challenging study schedules and assignments. The course involves a blend of theoretical education and practical training which run concurrently for a period of three years and equips a student with knowledge, ability, skills and other qualities required for professional executives.

The uniqueness of the program is its content and topic coverage, the teaching methodology and the faculty. The syllabus has been designed at a level equal to that of professional courses. The teaching methodologies include classroom lectures, industrial visits, orientation, internship, case study and research work. Focus is also on developing soft skills of the students. For Core subjects, Outsource Guest Lectures by Industrialists and Professional Men will be arranged to enable the students to get wider exposure. Students joining in this program can also enroll for any one of the professional courses offered like MBA, MIBA ,etc.

II. SALIENT FEATURES

- ✓ Course is specially designed for a higher level Career Placement.
- ✓ Special Guest lectures from Industrialists, Bankers, and Business Executives will be arranged.
- ✓ Exclusively caters to students interested in pursuing professional courses like MBA, MIBA.
- ✓ Special Industry Orientations and Training are parts of the Degree Course.
- ✓ Project work is included in the syllabus to enhance conceptual, analytical & deductive skills.

III. OBJECTIVES OF THE COURSE

- ❖ To enable the students to acquire professional knowledge over Business and other related subjects.
- ❖ To impart knowledge in advanced concepts and applications in various fields of Management.
- ❖ To embed practical knowledge in the minds of students through industrial visits and various training programmes.
- ❖ To enable the students to gain knowledge over the recent developments in the various areas of Management.
- ❖ To orient the students in the applied aspects of different advanced business practices.

- ❖ To equip the students to occupy important positions in Business, Industries and related organizations.
- ❖ To inspire the students to apply their knowledge gained for the development of society in general.

IV. ELIGIBILITY FOR ADMISSION

Candidates seeking admission to the first year Degree course **B.B.A.** shall be required to have passed

a) Higher Secondary Examination (Academic or Vocational Stream) conducted by the Government of TamilNadu.

(or)

b) Any examination accepted as equivalent thereto by the syndicate of Periyar University. Preference will be given to those who have taken commerce as a subject in the qualifying examination.

V. DURATION OF THE COURSE

- The course shall extend over a period of three academic years consisting of six semesters. Each academic year will be divided into two semesters. The First semester will consist of the period from July to November and the Second semester from December to March.
- The subjects of the study shall be in accordance with the syllabus prescribed from time to time by the Board of Studies of Vivekanandha College of Arts and Sciences for Women (Autonomous) with the approval of Periyar University.

Each subject will have six hours of lecture per week apart from practical training at the end of each semester.

VI. CONTINUOUS INTERNAL ASSESSMENT

The performance of the students will be assessed continuously and the Internal Assessment Marks will be as under :

1. Average of two Test : 10 Marks
2. Seminar : 05 Marks
3. Assignment : 05 Marks
4. Attendance : 05 Marks

Total : 25 Marks

DISTRIBUTION OF MARKS FOR ATTENDANCE:

Attendance Percentage	Marks
76% - 80%	1
81% - 85%	2
86% – 90%	3
91% - 95%	4
96% - 100%	5

PASSING MINIMUM EXTERNAL

In the semester Examinations, the passing minimum shall be 40% out of 75 Marks. (30 Marks).

VII. ELIGIBILITY FOR EXAMINATION

A candidate will be permitted to appear for the semester Examination only on earning 75 % of attendance and only when her conduct has been satisfactory. It shall be open to grant exemption to a candidate for valid reasons subject to conditions prescribed.

VIII. CLASSIFICATION OF SUCCESSFUL CANDIDATES

Successful candidates passing the examination of Core Courses (main and allied subjects) and securing marks

- a) 75% and above shall be declared to have passed the examination in **FIRST CLASS WITH DISTINCTION** provided they pass all the examinations prescribed for the course at first appearance itself.
- b) 60% and above but below 75% shall be declared to have passed the examinations in **FIRST CLASS** without Distinction.
- c) 50% and above but below 60% shall be declared to have passed the examinations in **SECOND CLASS**.
- d) All the remaining successful candidates shall be declared to have passed the examinations in **THIRD CLASS**.
- e) Candidates who pass all the examinations prescribed for the course at the first appearance itself and within a period of three consecutive academic years from the year of admission only will be eligible for University rank.

IX. ELIGIBILITY FOR AWARD OF THE DEGREE

A candidate shall be eligible for the award of the degree only if she has undergone the above degree for a period of not less than three academic years comprising of six semesters and passed the examinations prescribed and fulfilled such conditions have been prescribed there for.

X. PROCEDURE IN THE EVENT OF FAILURE

If a candidate fails in a particular subject, she may reappear for the university examination in the concerned subject in subsequent semesters and shall pass the examination.

XI. CRITERIA FOR INPLANT TRAINING

The curriculum includes an industrial training paper for the II year UG students in which the students are expected to undergo training for the period of 15 days. After the completion of the training period the students must submit the certificates from the concerned industry/ factory.

XII. COMMENCEMENT OF THESE REGULATIONS

These regulations shall take effect from the academic year 2014-15 (i.e.,) for the students who are to be admitted to the first year of the course during the academic year 2014-15 and thereafter.

XIII. TRANSITORY PROVISIONS

Candidates who have undergone the UG course of study before 2011-2012 shall be permitted to appear for the examinations under those regulations for the period of three years i.e., upto an inclusive of the examination of April / May 2014. Thereafter, they will be permitted to appear for the examination only under the regulations then in force.

XIV. DISTRIBUTION OF MARKS FOR INPLANT TRAINING/PROJECT VIVA-VOCE.

The marks distribution for the students of II Year for the Paper Inplant Training is: Project & Viva Voce : Internal - 40 Marks, External - Viva Voce: 60 Marks.

For the Final Year UG student Project & Viva Voce : Internal - 40 Marks, External - Viva Voce: 60 Marks

B.B.A. UNDER GRADUATE COURSES – 2017-2018 onwards Vivekanandha College of Arts & Sciences for women (Autonomous) For the students admitted from the academic year 2017-18 and onwards.

COURSE PATTERN

SEM	SUBJECT CODE	COURSE	SUBJECT TITLE	HR/WEEK	C	INT	EXT	MARK
I	17U1LT01 17U1LT01	Languages	Tamil or anyone of the Modern or Classical language -I	4	3	25	75	100
	17U1LE01 17U1LE01	Languages	English –I	4	3	25	75	100
	17U1BAC01	Core Course- I	Business Organization	6	5	25	75	100
	17U1BAC02	Core Course- II	Principles of Management	6	4	25	75	100
	17U1MAA02	Allied I	Statistics for Management	6	5	25	75	100
	17U1VE01	Value Education	Yoga	2	2	25	75	100
				Library	1			
			Sports	1				
	Total			30	22			600
II	17U2LT02 17U2LT02	Languages	Tamil or anyone of the Modern or Classical language -II	4	3	25	75	100
	17U2LE02	Languages	English –II	4	3	25	75	100

	17U2LE02							
	17U2BAC03	Core Course-III	Business Communication	6	5	25	75	100
	17U2BAC04	Core Course-IV	Principles of Marketing	6	4	25	75	100
	17U2MAA05	Allied II	Operation Research	6	5	25	75	100
	17U2ES01	Value Education	Environmental Studies	2	2	25	75	100
	17U2BACP01		Business Practical					
			Library	1				
			Sports	1				
	Total			30	22			600
III	17U3BAC05	Core Course V	Financial Accounting	6	4	25	75	100
	17U3BAC06	Core Course VI	Principles of Insurance	5	4	25	75	100
	17U3BAC07	Core Course VII	Entrepreneurship Development	5	4	25	75	100
	17U3BAC08	Core Course VIII	Business Law	5	4	25	75	100
	17U3BAC09	Core Course IX	Economics for Executives	5	4	25	75	100
	17U3MAA09	Allied III	Quantitative aptitude for Management	5	4	25	75	100
	17U3BAS01	SBEC-I	Practical Psychology	2	2	40	60	100
			Library	1				
			Sports	1				
	Total			30	22			600

IV	17U4BAC10	Core Course X	Management Accounting	6	5	25	75	100
	17U4BAC11	Core Course XI	Organization Behaviour	5	4	25	75	100
	17U4BAC12	Core Course XII	Business Environment	5	4	25	75	100
	17U4BAC13	Core Course XIII	Production and Material management	5	4	25	75	100
	17U4BAC14	Core Course XIV	Modern Office Management	5	4	25	75	100
	17U4BAP03		MS Office Practical					
	17U4BAS02	SBEC-II	Inplant Training	2	2	40	60	100
			Library	1				
			Sports	1				
	Total			30	23			600
V	17U5BAC15	Core Course XV	Advertising & Salesmanship	5	4	25	75	100

	17U5BAC16	Core Course XVI	Cost Accounting	5	5	25	75	100
	17U5BAC17	Core Course XVII	Research Methodology	5	4	25	75	100
	17U5BAC18	Core Course XVIII	Financial Management	6	4	25	75	100
	17U5DACP02		Management Tactics					
	17U5CBAE01	Elective I	Service Marketing	4	4	25	75	100
	17U5BAS03	SBECIII	Campus to Corporate	2	1	25	75	100
	17U5BAN01	NMEC-I	Brand Management	2	2	25	75	100
			Library	1				
	Total			30	24			700
VI	17U6BAC19	Core Course XIX	Human Resource management	5	5	25	75	100
	17U6BAC20	Core Course XX	Consumer Behaviour	5	5	25	75	100
	17U6BAC21	Core Course XXI	Financial Institutions And Services	5	5	25	75	100
	17U6BACP05		Marketing Tactics					
	17U6BAE02	Elective II	Global Business	5	4	25	75	100
	17U6BAPR01	Core Project	Project Work	5	4	40	60	100
	17U6BAS04	SBEC IV	Soft Skills For Managers	2	2			100
	17U6BAN02	NMEC-II	Disaster Management	2	2			100
	17U6EX01	Extension	Extension Activities		1			
				Library	1			
	Total			30	27			700
				180	140			3800

Following are the Electives subject given below:

LIST OF ELECTIVE PAPERS		
(COLLEGES CAN CHOOSE ANY ONE OF THE PAPER AS ELECTIVES)		
ELECTIVE I	1	SERVICES MARKETING

	2	CUSTOMER RELATIONSHIP MANAGEMENT
	3	MODERN OFFICE MANAGEMENT
ELECTIVE II	4	GLOBAL BUSINESS
	5	CONSUMER BEHAVIOUR
	6	FINANCIAL INSTITUTIONS AND SERVICES

LIST OF NON-MAJOR ELECTIVES

NMEC I	1	PERSONALITY DEVELOPMENT
	2	BASIC MANAGEMENT FOR ADMINISTRATION
NMEC II	4	BRAND MANAGEMENT
	5	DISASTER MANAGEMENT

**List of Skill Based Elective Course Papers
(SBEC)**

GROUP- A

S.No.	PAPER NAME
-------	------------

1	PRACTICAL PSYCHOLOGY
2	IN-HOUSE TRAINING

GROUP- B

S.No.	PAPER NAME
1	SELF MANAGEMENT
2	INPLANT TRAINING

GROUP- C

S.No.	PAPER NAME
1	TALENT MANAGEMENT
2	CAMPUS TO CORPORATE

GROUP- D

S.No.	PAPER NAME
1	VERBAL & NON VERBAL REASONING
2	INDUSTRIAL RELATIONSHIP MANAGEMENT

Subject Code: 17U1BAC01

Semester: I

Credit: 5

Hours: 60

**BBA
Core Course – I**

BUSINESS ORGANISATION

OBJECTIVE:

To enable the students to understand the forms of business and to manage the business effectively.

UNIT-I

Business: Meaning, Characteristics, Objectives-Importance's and essentials of business. Classifications of business-Growth of various forms of business-Distinction between Business and Profession-Ethics in business. (12 Hours)

UNIT-II

Forms of Business Organizations- Sole tradeship-Joint Hindu Family Business-Partnership-Joint stock companies-Co-operative societies. (12 Hours)

UNIT-III

Organizational Structure – Functional areas of business and their operations – activities of different functions formal and informal organizations –Principles of organization. (12 Hours)

UNIT-IV

Location of industry-Importance of location _Factors of location-size and scale of operations-Advantages of Large scale operations-Industrial estates and District Industries centers. (12 Hours)

UNIT-V

Stock Exchange – Meaning and Definition- Characteristics-Functions – Workings – Services – Limitations- Chamber of Commerce-Organization Structure-Functions. (12 Hours)

TEXT BOOKS:

1. Bhusan . K. - Fundamental of Business Organization & Management, Sultan Chand, 6th Edition.
2. C.B.Gupta. - Management and Organisation, Sultan Chand, 2012, 5th Edition.
- 3.Louis A.Allen - Management and Organisation, Sultan Chand, M.C Grawhill, 5th Edition, 2013

REFERENCE BOOKS:

1. Pradash Jagadesh- Business Organisation and Management, Sultan Chand & Sons,5th Edition,2009
- 2 C.B.Gupta - Business Organisation and Management ,Sultan Chand & Sons, 5th Edition 2008
3. Basu -Business Organisation and Management ,S.Chand,4th Edition, 2009

Subject code : 17U1BAC02

Semester : I

Credit : 4

Hours : 60

**BBA
Core Course – II**

PRINCIPLES OF MANAGEMENT

OBJECTIVE:

To enable the students to understand the major concepts of planning, organizing, directing and controlling.

UNIT – I

Management : Meaning – Importance – Management and Administration-Levels of Management- Functions of management- Development Management thoughts – Contributions of F.W. Taylor, Henry Fayol and Elton Mayo. (12 Hours)

UNIT – II

Planning : Nature- Characteristics and importance- - Purpose – Steps – Types – Merits and Demerits of planning – Decision making (12Hours)

UNIT – III

Organizing: Nature – purpose- types of organization structure – use of staff units and committees –Power- Authority – Responsibility – Delegation -Centralization Vs Decentralization. (12 Hours)

UNIT – IV

Directing : Elements and Principles of Direction –Characteristics-Functions of Leader- Leadership Styles - Characteristics of leaders and Management –Motivation– Characteristics-Theories of Motivation (Maslow need Hierarchy Theory, Herzberg theory). (12Hours)

UNIT – V

Controlling: meaning – Elements and significance – steps in control process- Effective Control- Techniques of control. Coordinating: Need – principles – approaches to achieve effective co-ordination. (12 Hours)

TEXT BOOKS :

1. Gupta C.B. - Business Management, Sultan Chand & Sons, Revised Edition 2009
2. Robbins S.R. - Management ,Prentice Hall-2012, 11th Edition

REFERENCE BOOKS

1. Harold Koontz And O'Donnel- Essentials of Management, McGrawHill-2009,
2. Dinkar Pagare - Business Management, Sultan Chand & Sons-2008
3. Tripathi P.C. and Reddy P.N - Principles of Management, TMH-2009, 4th Edition
4. Prasad L.M. - Principles and Practices of Management , Sultan Chand & Sons, 2008, 3rd Edition

Content Beyond the Syllabus

1. Developing Career Plan
2. Difference between Political and Administrative Leader
3. Benefits of Team work

Subject code : 17U1MAA02

Semester : I

Credit : 4

Hours : 60

BBA
Allied – I
STATISTICS FOR MANAGEMENT

OBJECTIVES: On successful completion of this course the students should have gained knowledge about statistics, diagram & graphs, measure of variations, correlation and time series.

Unit I: (12 Hrs)
Descriptive Statistics: Meaning and definition of statistics – scope and limitations – statistical survey – source and collection of data – classification and tabulation – Diagrams and graphs

Unit II: (12 Hrs)
Measures of central tendency – Arithmetic mean, Median, Mode, Geometric mean, Harmonic mean

Unit III: (12 Hrs)
Measures of Variation: Absolute and relative measures – Range – Quartile Deviation - Mean deviation – Standard deviation – Coefficient of Variation .

Unit IV: (12 Hrs)
Correlation Analysis – Definition – types of correlation – Uses – Scatter Diagram – Karl Pearson correlation – Spearman’s Rank correlation – Regression Analysis – Definition – uses – Regression equations - difference between correlation and regression

Unit V: (12 Hrs)
Time series analysis- components of time series-Measures of trend-free hand curve –semi & moving average-methods of least squares – measures of seasonal variation-simple average.

Text book

1. Gupta S.P , *Statistical Methods* , S. Chand & company Ltd, 44th edition, 2014
2. P.R. Vittal , *Business Mathematics and Statistics* , Margham publications,6th Revised edition, 2013

Reference book:

1. R.S.N. Pillai & V. Bagavathi , *Statistics* , S.Chand & company Ltd, 7th edition, 2013

BBA
Core Course – III
BUSINESS COMMUNICATION

OBJECTIVE:

1. To develop soft skills among students as it will help them in communicating effectively at the workplace while dealing with others (peers, subordinates, superiors, clients, customers) in the organization.
2. To develop their personality and to upgrade their presentation skills
3. To help the students in developing their communication skills through effective use of English, business correspondence, presentation, group discussion, interviews.

Learning Outcome**On successful completion of the course the students will know**

- Students towards the end of this course will learn and develop the communication skills
- Students will figure out how to convey in a prescribed format and will have the capacity to make presentation proficient and tenable

UNIT – I

Communication: meaning – objectives; Type: verbal & non-verbal – Principles of Communication –Benefits-Elements of Communication- Communication Process-Barriers to Communication- Overcoming Barriers to Communication- Structure of Business Letters- Layout of Business Letters. (12 Hours)

UNIT – II

Business Enquiries and replies – Classification of Enquiry Letters- importance of Replies to Enquiries- kinds of Replies- Offer – Quotations – Orders. (12 Hours)

UNIT – III

Bank Correspondence –elements of Good banking Correspondence- Types- Correspondence – Basic principles- Types- Kinds of Life Policies. (12Hours)

UNIT – IV

Company correspondence – secretary and his duties –Classifications- Correspondence with Directors, Shareholders- Types of meeting - Agenda for meeting- Minutes of the meeting. (12 Hours)

UNIT – V

E-Communication-Definition-Types of E-Communications in Business- Advantages & Disadvantages of E- Communication- Difference between Electronic and non Electronic Communication. (12 Hours)

TEXT BOOK

1. Rajendrapal and Koralahalli J.S- Essentials of Business Correspondence, Sultan & Chants , Re-Print 2008, 3rd Edition.

REFERENCE BOOKS

1. Ramesh M.S and Patten Shetty - Effective business English and Correspondence, R.C.Publications, 2009 2nd Edition
2. Balasubramanian - Business Communication, Vikas Publishing House Pvt., Ltd-2008, 2nd Edition
3. RSN.Pillai & Bagavathi - Commercial Correspondance & Office Management, S. Chand Publication-2009, 3rd Edition

CONTENT BEYOND THE SYLLABUS

1. Importance of Spoken English
2. Collections of Envelope, Post cards. Inland cover , stamps as Assignment
3. Writing of simple formal letters.

Subject Code: 17U2BAC04

Semester : II

Credit : 5

Hours : 60

**BBA
CORE COURSE-IV
PRINCIPLES OF MARKETING**

OBJECTIVE:

To enable the students to understand the marketing concepts and the behavior of the consumers.

UNIT-I

Introduction –Definition of marketing- Meaning of Market-Classification of Markets- Objectives of Marketing- Core concept of Marketing -Role of Marketing in economic development.

(12 Hours)

UNIT-II

Consumer Behaviors-Definition-Importance-Buying motives-Types of buyers-Factors influencing consumer Behavior-Market Segmentation-Definition Bases for market segmentation-Types – Benefits of segmentation. Targeting & Positioning the market.

(12 Hours)

UNIT-III

Product-Features-Product Planning and Development- Product Line- Product Life cycle- Brand-Essential of a good brand-benefits-Labeling-Packaging-Kinds-requisites of a good package-Marketing Analysis-Market Targeting-Market Positioning.

(12 Hours)

UNIT IV

Price-Importance-Pricing decisions-Factors affecting pricing decision-procedure for determination- Kinds of Pricing-Factors affecting changes in price.

(12 Hours)

UNIT V

Sales Promotion-Purpose importance-Kinds of Sales Promotion-Sales forecast-Personal selling – Theories-Channel of Distribution-Different Channels-Middleman Functions.

(12 Hours)

TEXT BOOK:

Rajan Nair N. Marketing Management, Sultan Chand and Sons, 2000, 2nd Edition.

REFERENCE BOOK

1. Philip Kotler, Marketing Management, Millennium, PHI, 2008, 7th Edition.
2. R.S.N. Pillai and Bhagwathi, Marketing Management, S. Chand, 2010, 1st Edition.

CONTENT BEYOND THE SYLLABUS

1. E-Marketing
2. Green Marketing
3. Viral Marketing

Subject code: 17U2BACP01

Semester: II

Credit: 5

Hours: 60

BBA

BUSINESS PRACTICAL

OBJECTIVE:

- 1.To know the basic patterns of various forms in financial and banking sectors.
- 2.To study about the documentation modes of commercial activities in business.

UNIT-I

Loan application forms and deposit challan –jewel loan application form, procedure for releasing of jewellery from jewel loans.

UNIT-II

Share application form – share application form- letter of allotment and regret- share transfer forms – online applications – railways reservation –NEFT transfer.

UNIT-III

Filling up of an application form of LIC policy-premium form – premium notice and challan for remittance receipts.

UNIT-IV

Procedure for lapsed policy – procedure for settling account while the insured is alive or dead.

UNIT-V

Preparation of audit programs and audit report – filling up incomr tax returns and applications for permanent account number – E-filling.

NOTE:Distribution of marks – practical 60 marks & record note book 40 marks.

Content beyond the syllabus

- 1.Application for investments in mutual funds
- 2.Online application for passport
3. Online application for Voters ID

Content beyond the syllabus :

- 1.Decision analysis
- 2.Forecasting
- 3.Data mining

TEXT BOOKS:

- 1.S.Kalavthy, Operations Research, Vikas Publishing House.

ONLINE SOURCES:

- 1.[https://www.maa.org/mathematics –and –operations-research –in-industrwww.lancaster.ac.uk/lums/...operations –research.../what –is-operation-research](https://www.maa.org/mathematics-and-operations-research-in-industrwww.lancaster.ac.uk/lums/...operations-research.../what-is-operation-research)
- 2.<https://www.smu.edu/Lyle/Departments /EMIS/Advising /Doctoral/PhDOR/1 0 Reasons>

Subject code: 17U2MAA05

Semester: II

Credit: 5

Hours: 60

BBA

Allied – II

Operation Research

Subject Description : This course presents the idea of linear programming and simplex method.

Goals: To enable the students to learn about the fundamental ideas of graphical method.

Objectives: On successful completion of this course the students should have gained knowledge about decision theory.

Unit I: (12 Hrs)

Operations Research – Meaning – Definitions - Linear Programming Problem – Formulation of LPP – Solution of LPP – Graphical Method – Simplex Method (Simple problems only)

Unit II: (12 Hrs)

Transportation Problem – Initial Basic Feasible Solution – North West Corner Rule – Least Cost Method – VAM – Optimality test – MODI Method. Unbalanced Transportation problems.

Unit III: (12 Hrs)

Assignment Problem – Hungarian Assignment Problem – Balanced and Unbalanced Assignment Problems – Maximization Assignment problem

Unit IV:**(12 Hrs)**

Game Theory – Basic Terminologies – Two Person Zero-Sum games – Games with Saddle Point – Maximin –Minimax Principle – Games without Saddle point – Mixed Strategies – Graphical Solution 2xn Games mx2 Games

Unit V:**(12 Hrs)**

Network Analysis – Construction of Network Diagram – Critical Path Method – Program Evaluation and Review Techniques (PERT) – Difference between CPM & PERT

Note: Questions in theory and problems carry 30% and 70% of marks respectively

TEXT BOOK

Operations Research – Kanti Swarup, P.K. Gupta & Manmohan – SultanChand & Sons, New Delhi

REFERENCE BOOKS

1. Operations Research – S. Kalavathy – Vikas Publishing House, Chennai
2. Operations Research – Prem Kumar Gupta – Sultan Chand & Co, New Delhi
3. Introduction to Operations Research – P.R. Vittal – Margham Publications, Chennai

Subject code: 17U3BAC05**Semester: III****Credit: 4****Hours: 60****BBA****Core Course – V****FINANCIAL ACCOUNTING****OBJECTIVE:**

- On successful completion of this course, the students should have understood. The basic accounting concepts Double entry book keeping system and various books of accounts Preparation of final accounts, etc
- This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organisations

Learning Outcome**On successful completion of the course the students will know**

- To state the uses and users of accounting information
- To apply accounting concepts, principles and conventions
- To record basic accounting transactions and prepare annual financial statements
- To analyse, interpret and communicate the information contained in basic financial statements.

UNIT – I

Accounting – Meaning and Definition – Scope of Accounting - Uses of Accounting - Double entry system of Book keeping – Differences between Book Keeping and Accounting – Limitations of Accounting - Accounting Concepts. **(6 Hours)**

UNIT – II

Types of Accounts – Rules for preparing Accounts – Journal – Ledger. Subsidiary Books - Cash book – Meaning Types of Cash Book – Single Column, Double and Three columns Cash Book – Trial Balance – Meaning – Preparation of Trial Balance.

(16Hours)

UNIT – III

Final Accounts Format – Preparation of Trading Account, Profit and Loss Account and Balance Sheet (Simple Adjustment Only) Average Due Date – Meaning – Purpose of Calculating Average Due Date with Simple Problems only.

(16 Hours)

UNIT – IV

Single Entry System – Meaning – Features of Single Entry System – Difference between Single Entry System and Double Entry System – Preparation of Accounts – Net Worth method – Conversion method (Simple Problems only).

(10 Hours)

UNIT – V

Depreciation – Meaning, Definition – Importance of providing Depreciation – Defects of Depreciation – Method of calculating Depreciation – Straight line method – Written down value method Bank Reconciliation Statement, Meaning – Purpose of Preparing Bank Reconciliation Statement – Reason for Differences

(12 Hours)

TEXT BOOK:

1. Financial Accounting – S.P Jain & K. L Narang, Kalyani Publications, 2008, 4th Edition.

Reference books:

1. Financial Accounting - Reddy and Moorthy, Kalyani Publications, 2008, 3rd Edition
2. Financial Accounting - Shukla & Grewal, Chand & Company, 2008., 4th Edition

CONTENT BEYOND THE SYLLABUS

1. Incorporation of Tally in Financial Accounting
2. Accounts in daily life
3. Practical training in preparation of Final Accounts

Subject code: 17U3BAC06

**Semester: III
BBA**

Credit: 4

Hours: 60

Core Course VIII
PRINCIPLES OF INSURANCE

OBJECTIVE:

1. To provide students with the knowledge of general principles and practices of insurance.
2. To help students understand the theories, regulatory framework of insurance, types of insurance, and the major types of insurance products.
3. To use insurance as a tool to manage personal and/or group assets. Intended.

Learning Outcome

On successful completion of the course the students will know

- Identify what insurance is, why insurance works and how to determine insurance needs.
- To understand the functions of insurance, insurance markets, insurance regulations and the use of insurance as a tool to avoid losses and reduce risk.
- To familiarize with major insurance products, such as life insurance, health/marine insurance, property and liability insurance.

UNIT-I

Introduction to Insurance: Meaning and Definition of Insurance – Importance – Objectives - Principles of Insurance -Types of Insurance. **(10Hours)**

UNIT-II

LIC- Features of Life Insurance – Principles of Life Assurance – Assignment and Nominations – Lapses and Revivals – Surrender Values and Loans – Claims – Double Insurance. **(13 Hours)**

UNIT –III

Fire Insurance-Principles of Fire Insurance – Nature – Uses - Types of Fire Policy: Specific Policy, Valued Policy, Average Policy, Floating Policy. **(13 Hours)**

UNIT-IV

Marine Insurance – Meaning – Principles - Type of Policy : Fire Insurance : Valued Policy, Open Policy, Voyage Policy, Time Policy, Mixed Policy and Floating Policy - Marine Losses and Claims. **(12 Hours)**

UNIT-V

Miscellaneous Forms of Insurance – Fidelity Guarantee Insurance, Crop Insurance, Third Party Insurance, Health Insurance, Personal accident Insurance and Motor Insurance. **(12Hours)**

TEXT BOOK:

1. Practices of Insurance - P.Periasamy, Himalaya Publications, 3rd Edition New Delhi, 2008.

REFERENCE BOOKS

1. Insurance Principles and Practices - M.N.Mishra, S.Chand & Company Ltd., New Delhi, 2007
2nd Edition
2. Principles and Practices of Insurance - G.S.Panda, Kalyani Publishers, Chennai, 2008, 2nd Edition.
3. Elements of Insurance - A. Moorthy, Margham Publication, Chennai, 2009, 2nd Edition

CONTENT BEYOND THE SYLLABUS

1. Filling up of Insurance Forms
2. Playing the role of Insurance agent
3. Difference between LIC, Marine, Fire and General Insurance

Subject code: 17U3BAC07

Semester: III

Credit: 4

Hours: 60

BBA CA

Core Course – VII

ENTREPRENEURSHIP DEVELOPMENT

OBJECTIVE:

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To provide knowledge and information about the source of help, incentives and subsidies available from government to set up the project
3. To impart information about the process, procedure and rules and regulations for setting up a new projects

Learning Outcome

On successful completion of the course the students will know

- Ability to recognize a business opportunity that fits the individual student
- Demonstrate the understanding of how to launch the individual's entrepreneurial career
- To inculcate the spirit of entrepreneurship in students and make them job creators instead of job seekers

UNIT-I

Entrepreneurship concept- Entrepreneurship as a Career –Entrepreneurial Personality - Characteristics of Successful, Entrepreneur –Knowledge and Skills of Entrepreneur. Problems faced by Women Entrepreneurs – Factors affecting Entrepreneurial Growth – Intrapreneur – Agripreneur.

(12 Hours)

UNIT-II

Business Environment -Role of Family and Society –EntrepreneurshipDevelopment Training and Other Support Organizational Services -Central and State Government Industrial Policies and Regulations.

(12 Hours)

UNIT-III

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

(12 Hours)

UNIT-IV

Finance and Human Resource Mobilization Operations Planning -Market and Channel Selection - Growth Strategies -Product Launching–Incubation, Venture capital, Angel Investors, Startups-Project Proposal-Project Management. **(12 Hours)**

UNIT-V

Monitoring and Evaluation of Business -Preventing Sickness and Rehabilitation of Business Units-Effective Management of small Business. **(12 Hours)**

TEXTBOOKS

- 1.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
- 2.S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

REFERENCES

- 1.MathewManimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2ndEdition ,2005
- 2.Prasanna Chandra, Projects –Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
- 3.P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.
- 4.Arya Kumar. Entrepreneurship. Pearson. 2012

Subject code : 17U3BAC08

Semester : III

Credit : 4

Hours :60

BBA

Core Course – VII

BUSINESS LAW

OBJECTIVE:

1. To provide an exposure and understanding of important business laws in India to manage the business laws in India to manage the business efficiently and to contribute effectively to the industry in particular and to the society in general. It also seeks.
2. To familiarize the students with the legal scenario of doing business in India.

Learning Outcome

On successful completion of the course the students will know

- To understand the basic elements of a contract, the sources of laws governing contracts, and the conditions for an offer to be valid
- Contrast ethics, values, morality, law, and the various ethical theories and explain the need and means for promoting corporate social responsibility in business.

UNIT – I

Business law –Introduction-Definition –Sources of law-Law of Contract - Meaning – Formation of Contract –Offer –Conditions of making an Offer-Acceptance – Conditions of Acceptance-Essential elements of a valid Contract- Classification of Contract. **(12 Hours)**

UNIT – II

Discharge of Contract- Introduction- Modes of Discharge of Contract-Remedies for Breach of Contract –Suit for Rescission-Suit for Damages –Rules for Damages **(12Hours)**

UNIT – III

Contract of Indemnity – Rights of Indemnity holder and Indemnifier- Contract of Guarantee – Essential- Differences between Contract of Indemnity and Contract of Guarantee - Contract of Bailment – Kinds of Bailment (12 Hours)

UNIT – IV

Company : Meaning –Sole proprietorship-Partnership-Private & Public Company- Agency – Definition of Agent and Principal – Essentials as to Agency -Creation of Agency – Classification of Agents- Rights and Duties of Principal and Agent. (12 Hours)

UNIT – V

Sale of goods- Sale and agreement to sell- their Distinctions –Conditions and Warranties – Differences between Condition and Warranty -Caveat emptor- Transfer of Property -Auction sale. (12Hours)

TEXT BOOK:

1. N.D. Kapoor - Business Law Sultan Chand & Sons,2008. 2nd Editon

REFERENCE BOOKS:

1. Business Law -R.S.N.Pillai,Bagavathi, S.Chand, 2008, First Edition
2. Mercantile Law – M.C.Shukla, S.Chand, 2008, 2nd Edition
3. Business Law – P.C.Tulsian , TMH, 2009, 3rd Edition

CONTENT BEYOND THE SYLLABUS

1. Basics ethics in business
2. Social Responsibility of business towards the society
3. Auction sale in case of pledged gold ornaments

Subject code: 17U3BAC09

**Semester: III
BBA**

Credit: 4

Hours: 60

**CORE COURSE IX
ECONOMICS FO EXECUTIVES**

OBJECTIVES :

1.To provide students with a basic understanding of the economic theory and analytical tools that can be used in decision making problems.

2.To dvelop a good understanding of economic concepts and tools that havr direct managerial applications.

3. The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques.

4.To acquire knowledge about price determination in alternative market structures,demand theory,production amd cost functions,and decision making under uncertainty.

UNIT-I

Managerial economics: Meaning –definitions-characteristics –nature and scope of managerial economics –uses of managerial economics-functions-decision making and forwad planning in economics –roles and responsibilities of managerial economist.

UNIT –II

Demand analysis –Meaning- Definitions- Law of demand- Characteristics- Exception to the law of demand- Types- Price- Income, Gross- Elasticity of Demand- Demand Forecasting-Methods of Demand Forecasting.

UNIT-III

Production Function: Law of Variable Proportion-Laws of returns to scale- Cost analysis-cost concepts-classification-cost output relationship in the short turn and long turn-Break Even Analysis.

UNIT-IV

Market structures- Perfect competition –imperfect competition – characteristics- features-price discrimination under perfect competition- monopoly- monopolistic competition-price discrimination-duopoly- oligopoly.

UNIT-V

National income : Meaning- definition-concepts of national income –methods of calculating on of national income. Business cycle- phases of business cycle- causes of business cycle-inflation- types- causes- effects.

TEXT BOOK:

1. Managerial economics, R.L. varshney and K.L Maheshwari, Sulthan chand and sons 2nd Edition.

Reference book:

1. Managerial economics R.L. varshney and K.L Maheshwari, Sulthan chand and sons 2nd Edition.

Subject code: 17U3MAA09

Semester: III

Credit: 4

Hours: 60

BBA

ALLIED -III

QUANTITATIVE APTITUDE FOR MANAGEMENT

Unit-I:

(12 hours)

HCF and LCM Numbers.

Unit-II:

(12 hours)

Square Roots and Cube root-Average.

Unit III: (12 hours)

Problems on Ages and Problems on numbers.

Unit-IV: (12 hours)

Percentage-Profit and Loss – Discounts – True Discount – Banker Discount

Unit-V: (12 hours)

Calendar – Clocks.

Text Book:

1. Quantitative Aptitude- R.S Aggarwal(chapter 15,17,18,19,21,22,27,28,32,33)

S.Chand & Company LTD, New Delhi reprint 2011

Subject code: 17U4BAC10 Semester: IV Credit: 4 Hours: 60

BBA

Core Course – X

MANAGEMENT ACCOUNTING

OBJECTIVE:

To develop the essential ability of all managers, to use complex accounting information as a platform for decision-making

UNIT-I:

Management accounting-meaning- Definition- objectives and scope of management accounting- difference between management accounting, cost accounting and financial accounting.

UNIT-II

Analysis and interpretation of financial statements-common size and comparative statements- ratio analysis- introduction-advantages of Ratio analysis-classification of ratios-Limitations of ration analysis-problems on ration analysis(Simplex problems only)

UNIT – III

Fund flow statement - Meaning – Flow of Funds – Purpose of Preparing Fund Flow Statement – Preparation of Schedule of Changes in Working Capital, Cash flow Statement - Flow of Cash – Cash from Operation (Simple problems only). **(12 Hours)**

UNIT – IV

Budget and Budgetary Control- Meaning and Significance of Preparation of Budget – Types of Budgets - Flexible Cash and Production Budgets (Simple Problems only).

(12 Hours)

UNIT – V

Marginal Costing – Meaning – Definition – Salient Features of Marginal Costing – P/V ratio - Break Even Point – Margin of safety – Managerial Decision making Process – Make or Buy Decision – Accepting Foreign Orders. (Simple Problems only). **(12 Hours)**

[**Theory – 20%** **Problems – 80%**]

REFERENCE BOOK:

1.Management Accounting _ S.N. Maheswari - Sultan Chand Publications, 2008.

TEXT BOOK:

1.Management Accounting – R. Ramachandran & Srinivasan, Advent Books Division,2006.

Subject code: 17U4BAC11

Semester: IV

Credit: 4

Hours: 60

BBA

Core Course – X

ORGANISATIONAL BEHAVIOUR

OBJECTIVE:

1. To understand the behaviour of people in the work environment.
2. To develop a basic understanding of individual behaviour and explore issues of motivation, communication, leadership, decision-making, careers, power and organisational change.

Learning Outcome

On successful completion of the course the students will know

- To Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.
- To Assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.
- To Analyse organisational behavioural issues in the context of organisational behaviour theories, models and concepts.

UNIT – I

Meaning and scope of organizational psychology-Organizational behavior of Individual-Inter personal-Group and inter group. Theories of organization- Classical- neo classical and modern Theories. **(12 Hours)**

UNIT – II

Individual Behavior-Personality-Attitude. Group Behavior-meaning-types of Groups-formation-group dynamics-group cohesiveness-Group decision making. **(12 Hours)**

UNIT-III

Motivation-Meaning-Importance-process-Theories-Maslow-Herzberg and McGregor Morale-meaning-Benefits-Measurement.Job satisfaction-meaning and factors. **(12 Hours)**

UNIT-IV

Work Environment-Good house keeping practices-Design of work place- Hawthorne experiments and importance. **(12 Hours)**

UNIT-V

Organizational change-meaning-Nature-Causes of change-Reactions to Change-overcoming the Resistance-counseling-types of counseling. **(12 Hours)**

TEXT BOOK:

Organizational Behaviour -L.M.Prasad, Sultan Chand & Sons Reprint-2009, 3rd Edition

REFERENCE BOOK:

1.Organisational behavior - Fred Luthans,McGrawHill,2008, 2nd Edition

2.Organisational behaviour- J.Jayasankar,MarghamPublications-2009, 3rd Edition

CONTENT BEYOND THE SYLLABUS

- 1.Special Lecture on Student Psychology
- 2.How Partial treatment affect Psychology in work place
- 3.Stress and Psychology

Subject code: 17U4BAC12

Semester: IV

Credit: 4

Hours: 60

BBA

Core Course –XI

BUSINESS ENVIRONMENT

OBJECTIVE:

1. To

Learning Outcome

On successful completion of the course the students will know

- To
- To
- To

UNIT – I

Business environment Meaning – various environments affecting Business – social economic political and legal, culture, competitive, demographic, technological and international environment.

(12 Hours)

UNIT – II

Business and culture : Culture – elements of culture – impact of foreign culture traditional values and its impact – change and resistance to change – castes and communities – linguistics religious groups – joint family system.

(12 Hours)

UNIT – III

Business and society : Social responsibilities of Business – responsibilities to share holders, customer, community, the government –Business Ethics – population – demographic pattern changes – standard of living – urbanization – migration.

(12 Hours)

UNIT – IV

Business and Government : State regulations on business – industrial licensing policy – technology – indigenous technology – import of technology – impact of technological changes in business-GST – Impact of GST in India.

(12 Hours)

UNIT – V

Economic system : Socialism – capitalism – mixed economy – their impact of business – public sector, private sector, joint sector – objectives, growth, achievements and failures of public sector in India.

(12 Hours)

TEXT BOOK

1. Francis Cherrunilam, Business Environment

2 . Aswathappa, K. Essentials of Business Environment. R

REFERENCE BOOKS

1. Sankaran,S., Business and Society
2. Lakshmirattan, Business and Society
3. Adhikary, M. Economic Environment of Business

CONTENT BEYOND THE SYLLABUS

1. Taking the students to the business run by the family members
2. Statistics on migration of workers to urban

PRODUCTION & MATERIALS MANAGEMENT**OBJECTIVE:**

1.

The course provides a managerial framework used in the management of production functions including materials management of a manufacturing concern and is specifically aimed to achieve the following objectives:

to develop an in-depth understanding of the students of the basic concepts of production management and materials management.

To make the students understand the theories and considerations needed to take into account plant location and plant layout decisions.

To develop the knowledge and skills needed to plan and control manufacturing of goods and services in an industrial setting.

2. .

Learning Outcome**On successful completion of the course the students will know**

- To
- To
- To

UNIT – I

Production Management-Definition-Functions & scope – Plant Location-Factors- Plant Layout principles-Types-Importance. **(12 Hours)**

UNIT – II

Production Planning & Control – Principles-Process; Plant maintenance – Types-Maintenance Scheduling. **(12 Hours)**

UNIT – III

Materials management-meaning, Definition-Importance-Process-Integrated material Management-concepts-Advantages – Process. **(12 Hours)**

UNIT – IV

Management of materials – Techniques of materials planning – Inventory control-meaning & importance-Tools of inventory control – ABC, VED & FSN analysis- EOQ. **(12 Hours)**

UNIT - V

Purchasing-procedure-principles-Vendorrating-VendorDevelopment-Store keeping & materials handling-objectives-Functions-Equipments-TQM-Six sigma methodology-KANBAN-KAIZEN-Waste Management.
(12 Hours)

TEXT BOOK :

1. Production & Materials Management - Saravanavel .P & Sumathi .S, Margham Publications, 2006.
2. Materials Management - Gopalakrishnan & Sudaesan, PHI,2008.

REFERENCE BOOKS :

1. Varma, M.M. Materials Management , Sultan chand & sons,2008, 2nd Edition
2. Dutta, Integrated Material Engineering & Management, 2nd Edition, Dhanpatrai Publications, 2007.

CONTENT BEYOND THE SYLLABUS

1. Training in verification of stock
2. Description of Production Process
3. Input of materials in the concerned Product

Subject code : 17U4BAC14

Semester : IV

Credit : 4

Hours : 50

**BBA
ALLIED-IV
MODERN OFFICE MANAGEMENT**

OBJECTIVE:

1.The main objective of this course is the give knowledge about the office management.

2.To provide functional knowledge of office environment and communication, office correspondence and office personnel relations personnel management.

UNIT-I

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 organisation.

UNIT-II

Office environment and communication office location –characteristics/qualities of office building –Environment –Physical –Hazards in office safety-Security-Secrecy-Communication –Meaning-Essential features –Classification-Barriers of communication.

UNIT-III

Office correspondence and record management centralized & departmental correspondence-Depart mental typing and typing pools –Classification of records – Principles of record keeping –Filling –Methods.

UNIT-IV

Office systems & procedures systems –Procedure –Advantages-Characteristics of sound office system & procedures –Work simplification – principles –kinds of reports.

UNIT-V

Office personnel relations personnel management –Definition – functions –office committees- employee morale –productivity – employee welfare-grievances-work measurement-control of office work.

REFERENCE BOOKS:

- 1.Modern office management –Dr.I.M.SAHAI-Sathiya Bhawan Agra
- 2.Office organization and management –S.P.Arora-Vikas Publishing house pvt ltd.,

SUBJECT CODE	COURSE TITLE	SEM	CREDIT	HOURS
17U4BACP03	ALLIED PRACTICAL – III MS-OFFICE PRACTICAL	IV	2	45

COURSE OBJECTIVE

1. **To make the student to understand about creation of documents.**
2. **To understand the real applications of worksheet and presentation.**
3. **Apply MS-Office techniques to create promotional hand-outs.**

COURSE OUTCOME

CO NUMBER	CO STATEMENT	KNOWLEDGE LEVEL
CO1	Demonstrate the fundamental knowledge of MS-Office.	K1to K5
CO2	Develop an informal business letters.	K1to K5
CO3	To perform accounting operations	K1to K5
CO4	To perform presentation skills	K1to K5
CO5	How to create and insert multimedia components in various documents.	K1to K5

MS-WORD

1.	Starting MS-WORD, Creating, Saving, Printing (with options), Closing and Exiting. b. Format the document: a. Using Bold, Underline and Italic. b. Change Character size sing the font dialog box. c. Formatting paragraph: Center, Left aligns & Right align d. Changing paragraph and line spacing, Using Bullets and Numbering in Paragraphs. e. Creating Hanging Paragraphs.
2.	A. Create a document, save it and edit the document as follows: a. Find and Replace options. b. Cut, Copy, Paste options. c. Undo and Redo options. B. Format the document: a. Using Bold, Underline and Italic. b. Change Character size sing the font dialog box. c. Formatting paragraph: Center, Left aligns & Right align d. Changing paragraph and line spacing, Using Bullets and Numbering in Paragraphs. e. Creating Hanging Paragraphs.
3.	Using tap settings enhancing the documents (Header, Footer, Page Setup, Border, Opening & Closing Toolbars, Print Preview).
4.	Creating Tables in a document, Selecting Rows & Column sort the record by using tables format painter and Auto Format.

MS-EXCEL

1.	a. Create a worksheet, moving/ copying/ inserting/ deleting rows and columns (usage of cut, paste, commands, copying a single cell, copying a range of data, filling up a cell. Undo command, inserting a row, column, deleting rows and columns). b. Formatting work sheets. Bold style. <ul style="list-style-type: none">• Italic style.• Font size changing.• Formatting numbers (Auto fill, Selection Command, Currency format, Currency Syllabus).,• Specifying percentage (%) Scientific notations.• Drawing border around cells.• Printing a work sheet (Print preview, Margin Setting, Header, Footer).
2.	a. Database Concept: database, record field and filed name – creating and sorting a data base and maintaining a database (data form). b. Using auto filter, advanced filter

	c. Creating subtotals and grand totals - using database functions.
3.	<p>Creating charts</p> <ul style="list-style-type: none"> i) Using chart wizard (five steps) ii) Changing the chart type (Pie, Bar, Line) iii) Inserting titles for the axes X. Y iv) Changing colours. v) Printing charts.
4.	<p>a. Using date, time, maths functions:</p> <ul style="list-style-type: none"> • entering current data. • Using date arithmetic (adding and subtracting dates) • Date functions (day, month, second) <p>b. Math Functions</p> <ul style="list-style-type: none"> • SUM, COUNT, AVERAGE • MAX, MIN • STDDEV, VAR • ABS, EXP, INT • LOG 10 AND LOG • MOD, ROUND, SORT vii) Using auto sum <p>c. Logical and Financial Functions</p> <ul style="list-style-type: none"> • Logical (IP / AND / OR / NOT) • Financial (PMD, FV, NPER, RATE)

MS-POWERPOINT

1.	Creating a presentation using auto content wizard.
2.	Different views in power point presentation.
3.	Setting animation effects / grouping / ungrouping / cropping power / point objects.
4.	Printing a presentation / Importing – Exporting files
5.	Creating an organization chart in Power Point.

MAPPING WITH PROGRAM OUTCOME

CO\PSO	PO1	PO2	PO3	PO4	PO5
CO1	✓			✓	
CO2	✓	✓		✓	
CO3		✓	✓		✓
CO4		✓	✓		✓
CO5		✓	✓		✓

Subject code: 17U4BAS02

Semester: IV

Credit: 2

Hours: 20

**BBA
SBEC – II**

INPLANT TRAINING

OBJECTIVE:

The main objective of this internship is to provide practical knowledge of know how in industry.

Learning Outcome

On successful completion of the course the students will know

- To
- To
- To

- i) The students are expected to have a practical training in any business unit or undertaking to enable them to acquaint himself/herself with the procedure, practice and working of companies.
- ii) Each student should undergo industrial training for a minimum period of two weeks during the third semester vacation.
- iii) He/she shall undergo the above training in the institutions like banks, insurance companies, mutual funds, transport undertakings, private limited and public limited companies, public sector undertakings, hotels and hospitals, travel and tourism industries and financial institutions.
- iv) Students may make their own arrangement in fixing the companies for training. Candidates should submit a report in not less than 25 type written pages.
- v) Candidates should submit the attendance certificate from the institution for having attended the training for 2 weeks.
- vi) Industrial training reports shall be prepared by the students under the prepared by the students under the supervision of the faculty of the department.
- vii) Industrial training report must contain the following:
 - Cover page.
 - Copy of training certificate.
 - Profile of the business unit.
 - Report about the work undertaken by them during the tenure of training.
 - Observation about the concern.
 - Findings.

viii) Industrial training certificate shall be forwarded to the university. One month before the commencement of the fourth semester university examinations.

ix) Practical viva-voce examination will be conducted with internal and external examiners at the end of the 4th semester and the credits will be awarded.

Subject code: 17U5BAC15

Semester: V

Credit: 4

Hours: 60

BBA

Core Course XIII

ADVERTISEMENT AND SALES PROMOTION

OBJECTIVE:

On successful completion of this course, the students will get an in depth knowledge on the role of Advertisements in the development of economy.

UNIT - I

Advertising – Introduction- Characteristics- Types of Advertising – By Geographical Coverage- By target group- By type of Impact- Non product Advertising. **(12 Hours)**

UNIT – II

Advertising Agency- Importance – Types of Media – Television- Radio- News Paper- Web Advertisements-Advantages and disadvantages- Layout – Design appeal – Copy structure **(12 Hours)**

UNIT – III

Media Selection- Media Planning- Factors influencing Media Planning- Media Scheduling- Creativity – Stages of Creativity- Importance of Creativity-IMC-e-advertising-types of e-advertising. **(12 Hours)**

UNIT – IV

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Types of sales Promotion- Online sales promotions **(12 Hours)**

UNIT – V

Personal Selling- Important aspects of Personal Selling- Sales Display- Objectives of sales Display- Types of sales Display - Designing of sales promotion campaign – Involvement of salesmen and dealers –Trade promotion-Consumers and trade development.

(12 Hours)

TEXT BOOK:

1. Advertising & Sales Promotions - S.L.Gupta , VV Ratna -2007 Third Edition New Delhi – 2.

REFERENCE BOOKS

1. Advertising & Sales Promotions Management - S.A.Chunawalla , Himalaya II Edition
2. Advertising & Sales Promotions Management - S.H.H. Kazmi Satish & Batra. 2013

CONTENT BEYOND THE SYLLABUS

1. Effect of Advertisement on Teenagers and Children
2. Advertisement in Social Networking
3. Creating of advertisement copy for Assignment
4. Advertisement in the past era

Subject code: 17U5BAC16

Semester: V

Credit: 4

Hours: 60

BBA

Core Course XVI

COST ACCOUNTING

OBJECTIVE:

The main outcome of this subject is that it imparts the importance of preparation of cost sheet to find out the cost .

UNIT – I

Cost accounting – Meaning, Scope, Objectives – Advantages & Limitations – Difference between Cost accounting and Financial Accounting - Elements of Cost – Preparation of Cost Sheet.

(10 Hours)

UNIT – II

Material Management – Purchase Procedure – Various Stock levels – Maximum stock level – Minimum stock level – Reorder level – Merits & Demerits - Economic Order Quantity – Bin card and stores ledger.

(10 Hours)

UNIT – III

Pricing Methods – FIFO, LIFO – Merits & Demerits – Simple Average and weighted average methods – Merits & Demerits – Stock Control.

(12 Hours)

UNIT – IV

Labour cost – Importance – Various methods of labour cost control – methods of wage payment – various incentive schemes – labour turnover.

(12 Hours)

UNIT – V

Marginal Costing – Break Even Analysis for profit planning and control – P/V ratio - BEP and Margin of safety.

(12 Hours)

Note : Distribution of Marks - Problems 80% and Theory 20%

TEXT BOOK :

1. Dr. R. Ramachandran & Dr. R. Srinivasan, Cost Accounting, Sriram Publication, Trichy-1
2. Reddy & Hari Prasad Reddy, Cost Accounting , Margham Publishers, Chennai.

REFERENCE BOOKS :

1. Jain & Narang, Costing Accounting, Kalyani Publishers, New Delhi – 2006,
2. Pillai & Bagavathi, Cost Accounting, Sultan Chand & Sons, New Delhi, 2008

CONTENT BEYOND THE SYLLABUS

1. Installation of costing system
2. Standard Costing
3. Job Costing

Subject code: 17U5BAC17**Semester: V****Credit: 4****Hours: 60****BBA****Core Course XV****RESEARCH METHODOLOGY****OBJECTIVE:**

The main aim of this subject is one can attain in depth knowledge of conducting research in various discipline of studies.

UNIT – I

Research - Introduction – Meaning and definition - Objectives - Importance of research – types of research – criteria of good research. (12 Hours)

UNIT – II

Research process - Need for research design – Features of a good design - Importance concept relating to research design. (12Hours)

UNIT – III

Sampling meaning – steps in sampling design – characteristics – Types of sampling. (12 Hours)

UNIT – IV

Data collection – Primary data – Secondary data – types – Difference between questionnaire & schedule – Difference between primary and secondary data. (12 Hours)

UNIT – V

Analysis of data – process – Meaning of Interpretation – Significance of report writing-Types - Layout of the research report-SPSS-Mean-Median-Mode-Standard Deviation. (12 Hours)

TEXT BOOK :

1. Research Methodology, C.R. Kothari New Age International (P) Limited Publishers, 2009.

REFERENCE BOOKS :

1. Marketing Research and Consumer Behaviour, S.Sumathi, P.Saravanel. Vikas PublishinG House Private Limited 2003.

2. Marketing Management, R.S.N. Pillai, Bagavathi, Sultan chand & Co, Ltd, New Delhi, 2010

CONTENT BEYOND THE SYLLABUS

- 1.Applicationof Chi-square Test
- 2.Preparation of questionnaire for assignment
- 3.Research and Science

Subject code: 17U5BAC18

**Semester: V
BBA**

Credit: 5

Hours: 60

Core Course XIII FINANCIAL MANAGEMENT

OBJECTIVE:

The main objective of this subject is one can thoroughly understand the importance of Finance to the business and the mode of investment in business.

UNIT - I

Financial management – meaning – definition – nature and scope of financial management. Factors influencing financial decisions–objectives of financial management- Functions of financial manager-Organisation of Financial Management. (Theory only) **(10 Hours)**

UNIT - II

Capital budgeting – ranking of projects – methods of evaluating a project investment proposal – importance of capital budgeting- Problem on payback method- NPV (Net Present Value)- IRR (Internal Rate of Return). Leverages – meaning - types – importance and significance of leverages(Theory Only)- Risk Analysis-Risk and Return. **(15 Hours)**

UNIT – III

Dividend Policy- Introduction-Dividend Decision and Valuatin of firms- Theory of Irrelevance- Modigliani and Miller Approach-Walter and Gorden’s Approach- Determinants of Dividend Policy. (Theory Only). **(12 Hours)**

UNIT- IV

Cost of capital – concept of cost of capital – determinants of cost of capital – Significance of Cost of Capital-Super normal growth-simple and weighted average cost of capital). (Theory Only). **(13 Hours)**

UNIT-V

Working capital management – meaning – importance – types of working capital – factorsdetermining working capital requirements - estimation of working capital (simple problems only).

Management of cash – inventory - accounts receivables and accounts payable. (Theory only).

(10 Hours)

NOTE :

Theory - 80% of Marks, Problem - 20% of Marks

TEXT BOOK:

1. Dr. S.N. Maheswari, Principles of Financial Management, Himalaya Publishing House.
2. Sharma & Sasi K. Gupta , Financial Management, Kalyani Publishers.

REFERENCE BOOKS

1. I.M. Pandey, Financial Management – Vikas.
2. Kulkarni & Sathya Prasad, Financial Management – Himalaya

CONTENT BEYOND THE SYLLABUS

1. Securities and Exchange Commission regulations (SEC)
2. Techniques to evaluate merger leverage , buyout and divestitures
3. Initial Public Offering.

Subject code: 17U5BACP02

Semester: V

Credit: 4

Hours: 60

BBA

MANAGEMENT TACTICS

Objectives:

1. To create practical knowledge of management among the students.
2. To develop the managerial ability and potentiality.
3. To study the current information about the companies.

UNIT - I

Functions of management: Chart preparation – Traditional Leaders Profile; Organization chart collection for 3 top companies.

UNIT - II

Business proposal: Creative thinking to start a business – company collection of various plant location (factorize in urban, rural & sub-urban areas).

UNIT – III

Leadership quality – styles, role playing – Management development programmes.

UNIT – IV

SWOT analysis – TOWS matrix – RorsCharch Ink Blot test (psychological view).

UNIT – V

Top 20 companies profile – Successful Entrepreneurs in India & Foreign countries.

Note: Record : 40 marks Viva Voce : 60 marks

Subject code: 17U5CBAE01

Semester: V

Credit: 4

Hours: 60

BBA

Elective I

SERVICE MARKETING

OBJECTIVE:

On Studying this subject students will get awareness in various service sectors and the role they plays in marketing

UNIT – I

Introduction – Meaning and definition, Concept of Service marketing – Characteristics - Importance – Classifications of services – Difference between marketing of goods and services.

(12 Hours)

UNIT – II

Environment of service marketing – Macro & Micro – understanding service customer. Models of services – consumer behaviour – service quality & GAP model.

(12 Hours)

UNIT – III

Market Segmentation – Definition – Bases for segmenting consumer market – Industrial market – Requirement for effective segmentation - Targeting & Positioning.

(12 Hours)

UNIT – IV

Marketing mix in services – Traditional 4P's – Extended marketing mix for services -Bank marketing – Marketing mix in banking services – 7 P's – Product-Price-Place-Promotion – Process – Physical evidence – people.

(12 Hours)

UNIT – V

Marketing of Tourism services - Factors – Motivation for travel – Consumer – Marketing mix (7 P's) in tourism services – Education marketing – Levels of Education - Characteristics – Marketing mix in Educational services.

(12 Hours)

TEXT BOOK :

1. Services Marketing, Ravishankar, Excel Books New Delhi , 2008

REFERENCE BOOKS :

1. Marketing Management , R.S.N. Pillai, Bagavathi, Sultan Chand & Co. Ltd, New Delhi,2010

2. Marketing of services, Dr. Jyotsna Diwan Mehta, Dr. Shobha, Khinvasara Professional Publication, New Delhi , 2009-2010.

3 Service Marketing, Valarie A. Zeithaml V.A. & M.J. Bitner

CONTENT BEYOND THE SYLLABUS

- 1.Branding of Services
- 2.Services in Hotels , Airlines

Subject code: 17U5BAN01

Semester: V

Credit: 2

Hours: 20

BBA

NMEC-I

BRAND MANAGEMENT

OBJECTIVES:

- 1.To develop the necessary knowledge and skills needed to attain and maintain strong based equity in a competitive marketplace.
- 2.To understand product and branding concepts from the consumer's point –of-view.
- 3.To position the organization and its brands in the marketplace to obtain the best match between distinctive capabilities and value opportunities.

UNIT-I

INTRODUCTION-Basics understanding of brands –Definition –branding concepts- functions of brand –significance of brands – different types of brands-co branding –store brands.

UNIT-II

BRAND STRATEGIES-Strategic brand management process-building a strong brand –brand positioning – establishing brand values- brand vision- brand elements-branding for global markets- competing with foreign brands.

UNIT-III

BRAND COMMUNICATION-brand image building –brand loyalty programmes-brand promotion methods-role of brand ambassadors,celebraties-on line brand promotions.

UNIT-IV

BRAND EXTENSION-Different type of brand extension –factors influencing decision for extension-re-branding and re-launching.

UNIT-V

BRAND PERFORMANCE-Measuring brand performance – brand equity management –global branding strategies –brand audit – brand equity measurement –brand leverage –role of brand managers – branding challenge &opportunities.

TEXT BOOKS:

- 1.Mathew,Brand Management-Text &cases,MacMillan,2008.
- 2.Kevin Lane Keller, Strategic brand management : Building,Measuring and Managing, Prentice Hall,3rd Edition,2007.

REFERENCES:

- 1.Tyboust and Kotter, Kollogg on branding,Wiley,2008.
- 2.Lan Batey,Asain Branding-A Great way to fly,PHI,Singapore,2002.
- 3.Paul Tmepoal,Branding in Asia,John Willy,2000.
- 4.Ramesh Kumar,Managing Indians brands,Vikas publication,India,2002.
- 5.Jagdeep Kapoor,Brandex,Biztranza,India,2005 BA9252 RETAIL MANAGEMENT.

Subject code: 17U5BAS03

Semester: V

Credit: 1

Hours: 20

BBA

SBEC III

CAMPUS TO CORPORATE

OBJECTIVE: To train the learners for smoother transition from their campus to corporate for employment

UNIT I

Etiquette –Corporate Etiquette-Workplace Etiquette- Business Etiquette-Telephone and meeting etiquette. **(04 Hours)**

UNIT II

Getting co-operation: Definition – Characteristics – Merits & Demerits - Avoid arguments – Mistake – Admit one's mistake - Be friendly. **(04 Hours)**

UNIT III

Resume Basics: Purpose, Focus, Resume formats, Strengths and weaknesses of different formats.

Different Parts of a Resume, Right Words for Resumes, Fonts and Styles. **(04 Hours)**

UNIT IV

Group Discussions: Techniques and approaches of G.D.-Group – Meaning, Definitions – Characteristics

– Discussions : Meaning - Importance – Values of Discussions – Role playing – Effectiveness in participation -Problems of Group Discussions **(04 Hours)**

UNIT V

Mock Interview-Managing the stressful situation- Patient- Tolerance-Building up of ones confidence.

(04 Hours)

Subject code: 17U6BAC19

Semester: VI

Credit: 5

Hours: 60

BBA

Core Course XVII

HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

On completion of this subject the student will learn about the human values ,importance of human resource in organization and their contribution to development of the organization.

UNIT – I

Introduction to Human Resource Management-Definition-Objectives-Functions-Role and qualities of a good HR manager-Differences between Personnel Management and HRM. **(12 Hours)**

UNIT – II

Human Resource Planning – Definitions – Objectives-steps in HR planning-importance-Job analysis-Job description-job specification-significance of HR planning. **(12 Hours)**

UNIT – III

Recruitment & Selection:-objectives-sources of Recruitment-methods of selection-types of tests-Interviews. **(12 Hours)**

UNIT – IV

Training and Development-principles-methods of training programmes-on the job training methods-off the job training methods-importance of training programmes-Recent trend in Training and Development programmes. **(12 Hours)**

UNIT – V

Performance Appraisal-objectives-Techniques of performance appraisal-Motivation-Theories of Motivation-managing grievances and discipline-QWL. **(12 Hours)**

TEXT BOOK :

1. P.C.Tripathi, Human Resource Development , Sultan Chand & Sons , New Delhi – 2002.

REFERENCE BOOKS :

1. S.S.Khanka, Human Resource Management, S.chand & Company ltd., New Delhi, 2010.
2. P.Suppa Rao-HRM
3. C.B.Memoria, Personnel Management – Himalaya publications house.
4. J.Jayasankar , Human Resource Management , Margham publications.

CONTENT BEYOND THE SYLLABUS

- 1.Absenteeism and its causes
- 2.Motivation in the Organisation
- 3.Effective Leadership to build the team
4. Role of HR in campus Interview

Subject code: 17U6BAC20

Semester: VI

Credit: 5

Hours: 50

BBA

Core Course XIX

CONSUMER BEHAVIOUR

Objective:

The Basic Objective Of this course is to develop and understanding about the many aspects of consumer behaviour and its applications in marketing.

UNIT 1:

Introduction to consumer behaviour; consumer behaviour and marketing strategy, methods of consumer research , applications of consumer behaviour, knowledge in marketing.

UNIT 2:

Consumer needs, Theories of motivation and their applications. Process theories and content theories. Personality and self concept. Theories of personality. motivational research. Consumer image.

UNIT 3:

Learning theories and their applications, brand loyalty, brand extensions. conditioning theories, cognitive learning theories. attitudes and attitude changes; concept and measurement of attitude.

UNIT 4:

Self concept. concept of multiple selves. development of the self. Major congruence assumptions. social comparison theory. body image and body esteem. fashion cosmetics and conspicuous consumptions.

UNIT 5:

Family, family life cycle and decision-making. Social class. The concept and measurement marketing consumer behaviour and society. consumption and persuasion- Issues of manipulation and long term impacts on society and children.

REFERENCE:

1. Assael, H. Consumer behaviour and marketing action, Ohio, south western, 1995.
2. Engle, JF etc. Consumer behaviour Chicago, Dryden Press, 1993.

Subject code: 17U6BAC21

Semester: VI

Credit: 5

Hours: 50

BBA

Core Course XIX

FINANCIAL INSTITUTIONS AND SERVICES

UNIT-I

Indian financial system – financial instruments – banks as financial intermediaries-commercial banks-modern functions – reserve bank of india –functions- functional services market constituents.

UNIT-II

Non –banking financial services- UTI and its services – factoring services – hire purchase and lease financing –lease evaluation –NABARD-HUDCO-Housing finance services.

UNIT-III

Special financial institutions-IDBI,IFCI,ICICI,EXIM,Bank,SIDCO and DFHI.

UNIT-IV

Stock exchange-meaning-definition-powers and functions of stock exchange – OTCEI and its ,

UNIT-V

Merchant banking-functions of merchant banker-credit syndication services-portfolio management –services-credit rating – features – benefits – credit rating agencies in India.

TEXT BOOKS :

Gorden&Natarajan,Financial institutions and services,HPH.

REFERENCE BOOKS :

1.Khan.M.Y.Financial services,TMH.

2.Bhatia& Batra, Management of financial services,Deep & Deep.

Subject code: 17U6BACP05

**Semester: VI
BBA**

Credit: 5

Hours: 60

MARKETING TACTICS

OBJECTIVES:

Marketing tactics are the strategic actions that direct the promotion of a product or service to influence specific marketing goals.

UNIT-I

PROS and CONS of TV commercials- five excellent advertising techniques.

UNIT-II

Social media strategies for online shopping – analytical comparison of traditional marketing to digital marketing.

UNIT-III

How to launch an advertising campaign – familiar brand logos.

UNIT-IV

Brand promotion and successful marketing strategies – advertising slogans their creation and impact on consumers.

UNIT-V

Marketing in FMCG sector – comparison of original and duplicate brands.

Subject code: 17U6BAE02

Semester: VI

Credit: 5

Hours: 60

BBA

Elective II

GLOBAL BUSINESS

OBJECTIVE: The objective of the course is to expose students to the concept, importance and dynamics of International Business and India's involvement with global business operation

UNIT-I

Introduction to International Business- Meaning-Distinction between Domestic and International Business- Reason for International Business_Problems of International Business-Concept of Globalisation-Stages of Globalisation-Importance of Globalisation. **(12 Hours)**

UNIT-II

International Business Environment-Characteristics- Environment of International Business- Economic Environment- Social Environment-Cultural Environment-Political Environment- Legal Environment- Technological Environment. **(12 Hours)**

UNIT-III

Export and Import Documentation-Licensing-procedure-General Code-Letter of Code-Products to be restricted for Export and Import.

(12 Hours)

UNIT-IV

Logistics and Supply chain Management-significance-Functions.

(12 Hours)

UNIT-V

International Organisation and Agreement-WTO- Difference between Gatt and WTO- UNCTAD- Principles-Functions- IBRD- Principles- Organisation Structure-IMF- Objectives-Functions-Organisation Structure-GCC-ELL-SAARC.

(12 Hours)

TEXT BOOK

1.International Business- Dr. C.B.Gupta,first edition,2014 Sultan Chand Co.PvT LTd.Ramnagar New Delhi.

REFERENCE BOOKS

1.International Marketing -Dr,R.K.Kothari, Dr.P.C.Jain, First Edition,2008-2009 Ramesh Book Depot- Jaipur, NewDelhi

2.International Marketing Management-R.L. Varshney, B.Bhattacharya, Sultan Chand and Sons- NewDelhi, 13th edition, 2000

CONTENT BEYOND THE SYLLABUS

- 1 Expansion of Business to Global Level
2. A visit to an Export company
3. Profit earned through marketing of sea foods

Subject code: 14U6BAPR01

Semester: VI

Credit: 4

Hours: 60

BBA Core Practical I PROJECT WORK

A Study on Effectiveness of Training Among E Level Employees of watch Division in Titan Industries limited, Hosur.

A Project Report submitted to the Periyar University in Partial fulfilment of the requirements for the award of the Degree of

BACHELOR OF BUSINESS ADMINISTRATION

By

Name of the Student

Reg. No. _____

Under the guidance of

Name of the Guide

Designation, Department

College.

College emblem

Department, College Name and Place

Month and Year of the Submission

Note:

1. **Report pages should be minimum 50 pages and maximum not to be exceed 60 pages.**

Subject code: 17U6BAN02 Semester: VI Credit: 5 Hours: 60

BBA

DISASTER MANAGEMENT

OBJECTIVES:

- 1.To provide students an exposure to disasters,their significance and types.
- 2.To ensure that students begin to understand the relationship between vulnerability,disasters,disaster prevention And risk reduction.

UNIT-I

Disaster,hazard,bulnerability,resilience,risks- Disaster:Types of disasters-earthquakes,landslide,flood,drought,fire -classification,causes,impacts,including social,economic,political,environmental,health,psychology-differential impacts –in terms of caste,class,gender,age,location,disability-global trends -climate change-dos and dont's during various types of disasters.

UNIT-II

Disaster cycle- phases,culture of safety,prevention,mitigation and preparedness community based DDR,structural – non-structural measures,roles and responsibilities of

community, Panchayati Raj Institutions/urban local bodies (PRIs/ULBs), state and central level-state disaster management authority (SDMA).

UNIT-III

Factors affecting vulnerabilities, differential impacts, impact of development projects such as dams, embankments, change in land-climate change adaptation-IPCC scenario and context of India –relevance of indigenous knowledge, appropriate technology and local resources.

UNIT-IV

Hazard and vulnerability profile of India, components of disaster relief : water, food, sanitation, shelter, health, waste management, institutional Arrangements (Mitigation, response and preparedness, disaster management act and policy-other related policies, plans, programmes and legislation-role of GIS and information technology.

UNIT-V

Landslides Hazard zonation : case studies, earthquakes vulnerability assessment of buildings and infrastructure: case studies, drought assessment : case studies, coastal flooding , storm surge assessment, floods: fluvial and pluvial flooding: based inputs for disaster mitigation and management and field work related to disaster management.

Subject code: 17U6BAS04 Semester: VI Credit: 5 Hours: 60

**BBA
SOFT SKILLS FOR MANAGERS**

OBJECTIVE: The main objective of this course is to develop the various skills to become a good manager.

UNIT-I

Resume Basics: Purpose, Focus, Resume formats, Strengths and weaknesses of different formats. Different Parts of a Resume, Right Words for Resumes, Fonts and Styles.
(04 Hours)

UNIT-II

Interview: Meaning – Objectives - Types – Analysis of an Interview situation. Interview Preparation - Before the Interview - During the Interview. **(04 Hours)**

UNIT-III

Reading and communication skills - Listening skills-meaning, importance, pitfalls is listening, improving listening- listening skill/technique. **(04 Hours)**

UNIT-IV

Group Discussions: Group – Meaning, Definitions – Characteristics – Discussions : Meaning - Importance – Values of Discussions – Role playing – Effectiveness in participation. **(04 Hours)**

UNIT-V

Time Management : Meaning – Definition – Importance – Merits – Elements of Effective Time management – Evaluation of time. **(04 Hours)**

REFERENCE BOOK:

1. Hand book prepared by Business Administration Department.
2. Dr.S.K.Mandal, How to succeed in Group discussions and Personal interviews, Jaico publishing house, 2011.