

**SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE
(AUTONOMOUS)**



(Affiliated to Bharathidasan University)

(Accredited by NAAC; An ISO 9001:2015 Certified Institution)

**SUNDARAKKOTTAI, MANNARGUDI-614016.
TAMILNADU, INDIA.**

**B.B.A.,
COURSE STRUCTURE WITH SYLLABUS UNDER CBCS-LOCF**
(For the candidates admitted in the academic year 2024-2025)



SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE
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(Affiliated to Bharathidasan University, Tiruchirappalli)

Accredited by NAAC

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TAMILNADU, INDIA.

BUSINESS ADMINISTRATION
CHOICE BASED CREDIT SYSTEM-LEARNING OUT COMES BASED
CURRICULUM FRAME WORK (CBCS-LOCF)

(For the candidates admitted in the academic year 2024-2025)

CHOICE BASED CREDIT SYSTEM

The credit based semester system provides flexibility designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning. Our College has moved to CBCS and implemented the grading system.

OUTCOME-BASED EDUCATION (OBE)
LEARNING OUTCOME- BASED CURRICULUM FRAME WORK (LOCF)

The fundamental premise underlying the learning outcomes-based approach to curriculum planning and development is that higher education qualifications are awarded on the basis of demonstrated achievement of outcomes (expressed in terms of knowledge, understanding, skills, attitudes and values) and academic standards expected of graduates of a programme of study. Learning outcomes specify what graduates completing a particular programme of study are expected to know, understand and be able to do at the end of their programme of study. The expected learning outcomes are used as reference points that would help to formulate graduate attributes, qualification descriptors, programme learning outcomes and course learning outcomes which in turn will help in curriculum planning and development, and in the design, delivery and review of academic programmes. They provide general guidance for articulating the essential learning's associated with programmes of study and courses within a programme, maintain national standards and international comparability of learning outcomes and academic standards to ensure global competitiveness, and to facilitate student/graduate mobility and provide higher education institutions an important point of reference for designing teaching-learning strategies, assessing student learning levels, and periodic review of programmes and academic standards.

Some important aspects of the Outcome Based Education Course:

Course Outcomes (COs): are statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a course. Generally three or more course outcomes may be specified for each course based on its weightage.

Programme: is defined as the specialization or discipline of a Degree.

Programme Outcomes (POs): Programme outcomes are narrower statements that describe what students are expected to be able to do by the time of graduation. POs are expected to be aligned closely with Graduate Attributes.

Programme Specific Outcomes (PSOs): PSOs are what the students should be able to do at the time of graduation with reference to a specific discipline.

Some important terminologies repeatedly used in LOCF

Core Courses (CC) A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course. These are the courses which provide basic understanding of their main discipline. In order to maintain a requisites and certain core courses must be included in an academic program. This helps in providing a universal recognition to the said academic program.

Discipline Specific Elective Courses (DSE) Elective course may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective (DSE). These courses offer the flexibility of selection of options from a pool of courses. These are considered specialized or advanced to that particular programme and provide extensive exposure in the area chosen; these are also more applied in nature.

Generic Elective Courses An elective course chosen generally from an **unrelated discipline/subject**, with an intention to seek exposure is called a Generic Elective. Generic Elective courses are designed for the students of **other disciplines**. Thus, as per the CBCS policy, the students pursuing particular disciplines would have to opt Generic Elective courses offered by other disciplines, as per the basket of courses offered by the college. The scope of the Generic Elective (GE) Courses is positively related to the diversity of disciplines in which programmes are being offered by the college.

Non Major Elective (NME). A student shall choose at least two Non – major Elective Courses (NME) from outside his /her department. Non –Major Elective I – II. Those who choose Tamil in Part I can choose a non –major elective course offered by other departments. Those who do not choose Tamil in Part I must choose either a) Basic Tamil if Tamil language was not studied in school level or b) Special Tamil if Tamil language was studied up to 10th & 12th std.

Skill Enhancement Courses (SECs) These courses focus on developing skills or proficiencies in the student, and aim at providing hands-on training. Skill enhancement courses can be opted by the students of any other discipline, but are highly suitable for students pursuing their academic programme. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.

Field Study/Industrial Visit/Case Study: It has to be completed during the fifth semester of the degree programme. Credit for this course will be entered in the fifth semester's marks statement.

Internship: Students must complete internship during summer holidays after the fourth semester. They have to submit a report of internship training with the necessary documents and have to appear for a viva-voce examination during fifth semester. Credit for internship will be entered in the fifth semester's mark statement.

Non-Extra Credit Course: Additional **DSE** as an Audit Course

Undergraduate Programme:

Programme Pattern: The Under Graduate degree programme consists of **FIVE** vital components.

They are as follows:

Part-I : Languages(Tamil/Hindi/French/Sanskrit)

Part-II : General English

Part-III: Core Course (Theory, Discipline Specific Elective courses, Compulsory Allied courses, Project)

Part-IV: Non Major Elective, Ability Enhancement Course, Value Education, Environmental studies, Skill Enhancement Courses/ Soft Skills, Internship / Field Visit / Industrial Visit/ Case Study), Professional Competency Enhancement .

Part-V Extension Activity, Gender Studies, special course.

EXAMINATION

Continuous Internal Assessment (CIA):

UG - Distribution of CIA Marks

Passing Minimum: 40%

Assignment-3	=	30%
Test-2	=	50%
Seminar	=	10%
Attendance	=	10%

Question Paper Pattern

Part A:

Part A1 (10X1=10 marks)

One word question/Fill in/True or False/Multiple Choice Questions

Two Questions from Each unit

Part A2 (5X2=10 marks) Short Answers

Match the following

One question from Each unit

Total Marks –20

Part B: (5X5=25 marks)

Paragraph Answers

Either/or type, One Question from each unit

Part C: (10X3=30)

Essay Type Answers

Answer 3 out of 5 Questions

One Question from each unit

Part A: K1 Level

Part B: K2, K3 and K4 Level

Part C: K5 and K6 Level

Knowledge levels for assessment of Outcomes based on Blooms Taxonomy

S.No.	Level	Parameter	Description
1	K1	Knowledge/Remembering	It is the ability to remember the previously learned
2	K2	Comprehension/ Understanding	The learner explain side as or concepts
3	K3	Application/Applying	The learner uses information in any way
4	K4	Analysis/Analyzing	The learner distinguishes among different parts
5	K5	Evaluation/Evaluating	Th learner justifies a stand or ecision
6	K6	Synthesis/Creating	The learner creates a new product or point of view

WEIGHTAGE of K-LEVELS IN QUESTION PAPER

(Cognitive Level) K-LEVELS →	Lower Order Thinking			Higher Order Thinking			Total
	K1	K2	K3	K4	K5	K6	
END SEMESTER EXAMINATIONS(ESE)	20	25			30		75
Continuous Internal Assessment(CIA)	20	25			30		75
QUESTION PATTERN FOR END SEMESTER EXAMINATION/Continuous Internal Assessment							
PART							MARKS
PART–I.(No choice, One Mark)TWO questions from each unit					(10x1=10)		20
II.(Nochoice,Two Mark)ONE question from each unit					(5x2=10)		
PART–B (Either/or type,5-Marks)ONE questions from each unit					(5x5=25)		25
PART–C (3out of5) (10Marks) ONE question from each unit					(3x10=30)		30
Total							75

BLUE PRINT OF QUESTION PAPER FOR END SEMESTER EXAMINATION

DURATION:3.00 Hours.				Max Mark:75			
K-LEVELS	K1	K2	K3	K4	K5	K6	Total Marks
PART							
PART-A (One Mark,No choice) (10x1=10)	10						10
(2-Marks,Nochoice) (5x2=10)	10						10
PART-B (5-Marks) Either/otype (5x5=25)		5	10	10			25
PART -C (10 Marks) (3 out of 5) (3x10=30) Courses having only K5,K6 levels, K5 level- 3 Questions, K6 level- 2 Questions (One K6 level question is compulsory)					20	10	30
Total	20	05	10	10	20	10	75

EVALUATION

GRADING SYSTEM

Once the marks of the CIA and the end-semester examination for each of the courses are available, they will be added and converted as final mark. The marks thus obtained will then be graded as per the scheme provided in Table-1.

Grade Point Average (GPA) will be calculated from the first semester onwards for all semester. From the Second semester onwards, the total performance within a semester and the continuous performance starting from the first semester are indicated by semester Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA), respectively. **These two are calculated by the following formulae:**

$\text{GPA} = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$	$\text{WAM (Weighted Average Marks)} = \frac{\sum_{i=1}^n C_i M_i}{\sum_{i=1}^n C_i}$
Where, C _i is the Credit earned for the Course G _i is the Grade Point obtained by the student for the Course M _i is the marks obtained for the course N is the number of Courses Passed in that semester.	

CGPA: Average GPA of all the Courses starting from the first semester to the current semester.

CLASSIFICATION OF FINAL RESULTS:

1. For each of the first three parts, there shall be separate classification on the basis of CGPA, as indicated in Table-2.
2. For the purpose of declaring a candidate to have qualified for the Degree of Bachelor of Arts/Science/Commerce/Management as Outstanding/ Excellent/Very Good/Good/Above Average/Average, the marks and the corresponding CGPA earned by the candidate in Part-III alone will be the criterion, provided the candidate has secured the prescribed passing minimum in all the Five parts of the programme.
3. Grade in Part –IV and Part-V shall be shown separately and it shall not be taken into account for classification.
4. A Pass in PART- V will be mandatory although the marks will not count for the calculation of the CGPA.
5. Absence from an examination shall not be taken as an attempt.

Table-1: Grading of the Courses-UG

MarksRange	GradePoint	Corresponding Grade
90 and above	10	O
80 and above and below 90	9	A+
70 and above and below 80	8	A
60 and above and below 70	7	B+
50 and above and below 60	6	B
40 and above and below 50	5	C
Below 40	NA	RA

The candidate's performance in every current semester is indicated by **Semester Grade Point Average (SGPA)** and from the second semester onwards, the continuous performance including previous semester /s is indicated by **Cumulative Grade Point Average (CGPA)**.

Table-3:Final Result

CGPA	Corresponding Grade	Classification of Final Result
9.00 and above	O	Outstanding
8.00 to 8.99	A+	Excellent
7.00 to 7.99	A	Very Good
6.00 to .99	B+	Good
5.00 to 5.99	B	Above Average
4.00 to 4.99	C	Average
Below 4.00	RA	Re-appearance

The candidates who have passed in the first appearance and within the prescribed duration of the UG programme are eligible. If the candidate's Grade is O/A+ with more than one attempt, the performance is fixed as "Very Good".

Vision

Empowering the women students with Professional and Managerial Skills through Higher Education.

Mission

- To prepare the students for complex management positions and enables them to perform with ethical and social values
- To Foster excellence by providing the Quality Education in Business Administration
- To Train the women students to become a truly global personality, well equipped to deal with competitive world & its challenges
- To create a vibrant learning platform to enhance the entrepreneurial skills among the students.

PROGRAMME OUTCOMES FOR BUSINESS ADMINISTRATION DEGREE PROGRAMMES

PONo.	Programme Outcomes <i>(Upon completion of the B.B.A. Degree Programme, the Undergraduate will be able to)</i>
PO-1	Disciplinary Knowledge Demonstrate comprehensive knowledge and understanding, apply skills and attitudes creatively and systematically the principles and practices of Management,Accountancy,Finance,Business Law Statistics, Human Resource and Operations to management problems and work effectively in modern day business and non-business organizations.
PO-2	Critical Thinking and Problem Solving Think critically about the issues and identify, critically analyze and solve problems on data-based decision making and also apply knowledge of management theories and practices to solve business problems with minimum resource utilization, and extrapolate the same to real life situations.
PO-3	Digital Literacy and Effective Communication Use software for a variety of learning situations and speak, read, write and listen clearly in person and through electronic media in English and in one or more Indian languages, and make meaning of the World by connecting people, ideas ,books, media and technology
PO-4	Leadership Readiness/Qualities Map out the tasks of a team or an organization, and set direction, formulate an inspiring vision, build a team who can help achieve the vision, motivate and inspire team members to smooth and efficient way.
PO-5	Individual and Team Work Effectively accomplish tasks individually as well as work effectively and respectfully as member or leader with diverse teams, facilitate cooperative or coordinated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team.
PO-6	Moral and Ethical Awareness Embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all works
PO-7	Human values and gender issues Understand major ideas, values, beliefs, the nature of the individual and the relationship between self and the community and aware of the various issues concerning women and society.
PO-8	Self directed and Life long learning Acquire knowledge and skills, including learning “how to learn”, that are necessary for participating in learning activities throughout life and to engage in independent and life-long Learning in the broadest context of socio-technological changes.

PO-9	PO9:Analytical and Scientific reasoning Ability to evaluate the liability and relevance of evidence, identify logical flaws and holes in the arguments of others, analyze and synthesize data from a variety of sources, draw valid conclusions from quantitative/qualitative data, and critically evaluate ideas, evidence and experiences from an open-minded and reasoned perspective.
PO-10	PO10:Research related Skills A sense of inquiry and capability for asking relevant/appropriate questions, problem arising, synthesizing and articulating, ability to recognize cause-and-effect relationships, define problems, formulate hypothesis, test hypotheses, analyze, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships, ability to plan, execute and report the result so far experiment or investigation.

PROGRAMME SPECIFIC OUTCOME(PSO)

PSO No.	Programme Specific Outcomes (BUSINESS ADMINISTRATION)
PSO-1	Understand the corporate world by applying the or etical knowledge with the practical aspects of Management
PSO-2	Apply conceptual and analytical skills of Management in effective decision making.
PSO-3	Create Business Research in the area of Marketing, Human Resource and Finance
PSO-4	Apply the various Management Concepts and Accounting echniques in business
PSO-5	Determine the functional areas of Management such as Production, Purchasing, Marketing, Sales, Advertising, Finance, and Human Resource System.

1. Indian Constitution
2. Business Environment and Public Policy
3. International Business
4. Geo Political and Impact on Business
5. Public Health and Management

SUMMARY OF CURRICULUM STRUCTURE OF UG PROGRAMME–BBA

Sl.No.	Part	TypesoftheCourses	No. ofCourses	No. ofCredits
1.	I	Languag Courses	4	12
2.	II	English Courses	4	12
3.	III	Core Courses	14	61
4.		CoreProject	1	5
5.		Allied Courses/MDE	3	9
6.		Allied Practical/MDE	1	3
7.		Elective Courses	4	12
8.	IV	Non–Major Elective	2	4
9.		Skill Enhancement Course	5	10
10.		Ability Enhancement Course	1	2
11.		Value Education	1	2
12.		Environmental Studies	1	2
13.		Internship/Industrial Visit/Fieldtrip	1	2
14.		Professional Competency Courses	1	2
15.	V	Extension Activities	1	1
16.		Gender Studies	1	1
17.		Special Course	1	1
	Total		46	141

NME OFFERED BY THE DEPARTMENT

NON-MAJOR ELECTIVE (NME) OFFERED BY THE DEPARTMENT

Semester	Part	Course	Course Code	Title of the Paper
I	IV	NME-I	U25NMEBB11	Entrepreneurship Skills
II		NME-II	U25NMEBB22	Personal Investment Planning



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TAMILNADU,INDIA.

**DEPARTMENT OF BUSINESS ADMINISTRATION
CHOICE BASED CREDIT SYSTEM–LEARNING OUTCOMES BASED
CURRICULUM FRAMEWORK (CBCS – LOCF)**

(For the Candidates admitted from the academic year 2024–2025)

ELIGIBILITY: Those who have completed +2 examinations,
a.80% for Students, who have Studied Commerce and Accountancy,
b.10% for students, who have Studied other Subjects and Meritorious
c.10% for Commerce Vocational Stream.

Sem	Part	Nature of the Course	Course Code	Title of the Paper	Ins. Hrs./ Week	Ins. Hrs/week				Credits	Exam Hours	Marks		Total
						L	T	P	O			CIA	ESE	
I	I	Language Course-1 (Tamil*/Other Languages+#)	U24LC101	General Tamil-I Tamil Ilakkiya Varalaru-1	6	6				3	3	25	75	100
	II	English Language Course-I	U24ELC101	General English-I	6	6				3	3	25	75	100
	III	Core Course-I (CC-I)	U24BB101	Principles And Practices of Management	5	4	1			4	3	25	75	100
		Core Course-II (CC-II)	U24BB102	Financial And Management Accounting	5	4	1			4	3	25	75	100
		Allied Course-I (AC-I)/MDE-I	U24ABB101	Business Economics	4	4				3	3	25	75	100

	IV	NME-I			2	1		1		2	3	25	75	100
		AEC	U24AEBB11	Business Communication	2	2				2	3	25	75	100
		Total			30	27	2	1		21				700
II	I	Language Course- II (Tamil*/Other Languages+ #)	U24LC202	General Tamil–II Tamil I lakkiyaVaralaru-2	6	6				3	3	25	75	100
	II	English Language Course-II	U24ELC202	General English-II	6	6				3	3	25	75	100
	III	Core Course– III (CC-III)	U24BB203	Marketing Management	5	4	1			5	3	25	75	100
		Core Course- IV (CC-IV)	U24BB204	Business Statistics and Logic	5	4	1			5	3	25	75	100
		Allied Course-II (AC-II)/MDE-II	U24ABB202	International Business	4	4				3	3	25	75	100
	IV	NME- II			2	2				2	3	25	75	100
		Skill Enhancement Course –I (SEC1)	U24SEBB21	Emerging Technologies and Application in Business	2	1		1		2	3	25	75	100
		Total			30	27	2	1		23				700
III	I	Language Course- III (Tamil*/Other Languages+ #)	U24LC303	General Tamil–III Tamizhaga VaralarumTamizh aga Panpaadum	6	6				3	3	25	75	100
	II	English Language Course-III	U24ELC303	General English–III	6	6				3	3	25	75	100
	III	Core Course- V(CC- V)	U24BB305	Legal and Ethical Issues in Business	5	4	1			5	3	25	75	100
		Core Course-VI (CC-VI)	U24BB306	Project Management	4	3	1			4	3	25	75	100
		Allied Practical - III (AP-III)/ MDE-III	U24ACM301P	Computer Applications in Business	3			3		3	3	25	75	100

IV	Skill Enhancement Course-2 (SEC2)	U24SEBB32	Management Information System	2	2				2	3	25	75	100
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		Elective Course-II (EC -II)	U24BBE52A	(A)Consumer Behaviour	4	3	1			3	3	25	75	100
			U24BBE52B	(B)Compensation Management										
			U24BBE52C	(C)Investment Analysis and Portfolio Management										
	IV	EVS	24UGCES	Environmental Studies	2	2				2	3	25	75	100
			U24BBI51	Internship/Industrial Visit/Field Visit						2				
		Total			30	25	5			26				700
VI	III	Core Course-XIII(CC-XIII)	U24BB613	Financial Management	6	5	1			4	3	25	75	100
		Core Course XIV (CC-XIV)	U24BB614	Human Resource Management and Organizational Behavior	6	5	1			4	3	25	75	100
		Core Project	U24BBPW	Project with Viva Voce	5			5		5	3	25	75	100
		Elective Course-III(EC -III)	U24BBE63A	(A)Marketing of Services	4	3	1			3	3	25	75	100
			U24BBE63B	(B)Employee Life Cycle Management										
			U24BBE63C	(C) Strategic Corporate Finance										
		Elective Course-IV(EC- IV)	U24BBE64A	(A)B2BMarketing	4	3	1			3	3	25	75	100
			U24BBE64B	(B)Change Management& Organizational Development										
			U24BBE64C	(C)Business Analysis &Valuation										
	IV	Value Education	24UGVED	Value Education	2	2				2	3	25	75	100
		PCC	U24PCBB61	Professional Competency Course	2	2				2	3	25	75	100
	V	Gender Studies	24UGGS	Gender Studies	1	1				1	3	25	75	100
		Extension Activities								1	-	-	-	
		Total			30	21	4	5		25				800
Grand Total					180	150	18	12		141				4300

Extra Credit Courses	Value Added Courses*						2				
Non-Extra Credit Course	Additional DSE as an Audit Course**										

***VAC –One for Each Year Compulsory**

****Additional DSE as an Audit Course****(Non Credit but Compulsory) can be opted by the Student.

LIST OF VAC

1. Indian Constitution
2. Disaster Management
3. Business Environment and Public Policy
4. Enterprise system and Platform
5. Geo Political and Impact on Business
6. Public Health and Management

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	II	English Courses	4	12
	III	Core Courses	14	61
		Core Project	1	5
		Allied Courses/MDE	3	9
		Allied Practical	1	3
		Elective Courses	4	12
	IV	Non–Major Elective	2	4
		Skill Enhancement Course	5	10
		Ability Enhancement Course	1	2
		Value Education	1	2
		Environmental Studies	1	2
		Internship/Industrial Visit/Fieldtrip	1	2
		Professional Competency Course	1	2
	V	Extension Activities	1	1
		Gender Studies	1	1
		Special Course	1	1
	Total		46	141

NME OFFERED BY THE DEPARTMENT

NON MAJOR ELECTIVE (NME) OFFERED BY THE DEPARTMENT

Semester	Part	Course	Course Code	Title of the Paper
I	IV	NME-I	U24NMEBB11	Basics of Event Management
II		NME-II	U24NMEBB22	Managerial Skill Development

Semester-v



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V-CC-IX STRATEGIC MANAGEMENT

Ins .Hrs./Week:5

Course Credit:4

Course Code:U24BB509

UNIT-I Introduction to Strategic Management

(15 Hours)

Introduction to Strategic Management - Strategy – Concept - Relevance - Role - benefits - Importance of Strategic Management - Strategic Management Process - Levels of Strategy - Approaches to Strategic Decision Making - Strategic Intent – Vision – Mission - Goals and Objectives - Strategy and Corporate Governance - Social Responsibility and Ethics in Strategic Management.

UNIT- II Environmental & Industry Analysis

(15 Hours)

Environmental Analysis – External and Internal – Environmental Scanning – Competitive Analysis – M.Porter's Five Force Model – Strategic Groups – Competitor's Analysis – Internal Analysis – Resources – Organizational Capabilities & Competitive Advantages – Approaches to Internal Analysis – SWOC Analysis – Generic Strategy.

UNIT-III Business Strategy Formulation:

(20 Hours)

Generic strategies - Functional areas - link between business strategy and functional strategy Corporate Strategy – Formulation - Creating value – Diversification - Strategic alliances - International expansion strategies - Introduction to strategies of growth – stability - Renewal, Types of growth strategies - concentrated growth, Product development - Integration, diversification - International expansion (multi domestic approach, franchising, licensing and joint ventures); Types of renewal strategies -Retrenchment and turnaround. Strategic fundamentals of merger & acquisitions – Pre - Requisites for Success - Strategies of Leading Corporate.

Unit-IV Strategic Implementation

(10 Hours)

Structural Implementation - Functional and Operational Implementation - Behavioral Implementation –Strategy Evaluation - Control - Strategic leadership - Strategic control – Corporate governance - Issues in Strategy Implementation - Creating effective organizational designs.

Unit-V Strategic Evaluations and Control

(15Hours)

Strategic Control – Importance – Barriers – Criteria for Evaluation – Strategic and Operational Control – Techniques for Operational Control – Control Process – Characteristics of Effective Control System - Strategy and society - Managing innovation and fostering corporate entrepreneurship - Integration of Functional Plans and Policies Strategy.

Total Lectures Hour – 75

COURSE OUTCOME(S)

The Students will be able to,

1. Identify and assess the impact of opportunities and threats in a company's environment, its industry and its set of competitors
2. Identify and assess a company's strengths and weaknesses and match them with its opportunities and threats to suggest four alternative strategies
3. Identify, analyze, and synthesize data and information that supports company decision-making to improve customer satisfaction, and overall financial performance
4. Describe the generic and business-specific factors that reflect a company's overall operational performance, and its performance in its business units and functional business areas
5. Create a brief strategic business plan to improve a company's organizational performance.

TEXT BOOK(S)

1. Azar Kazmi. Strategic Management and Business policy, Tata Mc Graw Hill, New Delhi. 2018. ISBN: 9780070263628.
2. Charles Wl Hill. Gareth R. Jones, An Integrated Approach to Strategic Management, Cengage Learning 2009, ISBN-13: 978-8131509586.
3. Fred R. David, Strategic Management Concepts and Cases, Indian Edition. PHI Learning Pvt. Ltd. 2020, ISBN-13: 978-0-13-612098-8.
4. Prasad L.M. Strategic Management. ISBN: 93-5161-1295. Sultan Chand & Sons. 2018.
5. Sub barao, Strategic Management, 2018. Himalaya Publication, ISBN: 978-93-5097-138-3.

REFERENCE BOOK(S)

1. Anthony Henry, Understanding Strategic Management, Oxford University Press, England. 2018. ISBN: 9780199662470.
2. Catherine Bailey, David Mankin, Clare Kelliher, and Thomas Garavan, Strategic Management, Oxford University Press, England. 2018. ISBN: 9780198705406.
3. Jouch & Gluick. Strategic Management & Business Policy. 5th Edition. 2012 McGraw Hill, New Delhi, ISBN- 13: 978-0070323476.
4. Vipin Gupta, Kamala, Gollakota and R. Srinivasan .2007. Business Policy and Strategic Management Concepts and Applications. Revised 2nd Edition PHI Learning. ISBN -13: 9788120332447.
5. Wheelen & Hunger. Strategic Management & Business Policy, 2011. Pearson Education. ASIN: 9352861892.

E-RESOURCES

1. [www.tatamcgraw hill.Com](http://www.tatamcgrawhill.com)
2. www.strategy-formulation.24xls.com
3. www.iedunote.com
4. www.investopedia.com
5. www.yourarticlelibrary.com

Mapping with Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	1	1	2	3	1	2	2	1	2	2	2	2	1
CO2	3	3	1	1	2	3	1	2	2	1	2	2	2	2	1
CO3	3	3	1	1	2	3	1	2	2	1	2	2	2	2	1
CO4	3	3	1	1	2	3	1	2	2	1	2	2	2	2	1
CO5	3	3	1	1	2	3	1	2	2	1	2	2	2	2	1

Strong-3 Medium-2 Low-1



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V-CC-X LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Ins .Hrs./Week:5

Course Credit:4

Course Code:U24BB510

UNIT I – Introduction to Supply Chain Management (18Hours)

Meaning - Scope and Importance of Logistics and Supply Chain Management - Evolution and Objectives of Supply Chain Management - Components and Functions of Supply Chain -Types of Supply Chains – Push vs Pull Strategy - Supply Chain Drivers and Performance Measures Role of Logistics in Business and Economy - Supply Chain Integration and Coordination- Challenges and Opportunities in Supply Chain Management

UNIT II – Supply Chain Network Design (15Hours)

Concept - Importance of Supply Chain Network Design - Factors Influencing Network Design Decisions - Facility Location - Capacity Planning - Distribution Network Design - Transportation Models -Warehouse Design - Inventory Positioning - Global Supply Chain Networks -Information Technology in Supply Chain Design - Risk Management in Supply Chain Networks

UNIT III – Sourcing and Pricing Strategies (12Hours)

Strategic Sourcing - Procurement Management - Supplier Selection - Relationship Management - Outsourcing - Vendor Management - Purchasing Strategies in Supply Chain - Pricing Strategies - Revenue Management - Cost Analysis in Supply Chain Decisions - Negotiation - Contract Management - Global Sourcing Challenges - Risk Factors

UNIT IV – Demand and Supply Coordination (20Hours)

Demand Forecasting – Planning - Supply Planning - Capacity Management - Demand-Supply Matching in Supply Chain - Coordination Mechanisms in Supply Chain - Bullwhip Effect – Causes - Remedies - Inventory Management - Replenishment Systems -Collaborative Planning - Forecasting - Replenishment (CPFR) -Role of Information Sharing in Supply Chain Coordination

UNIT V – Sustainable Logistics Practices (10Hours)

Concept of Sustainable Logistics - Green Supply Chain - Environmental Impact of Logistics Activities - Green Transportation - Eco-friendly Packaging - Reverse Logistics - Waste Management -Carbon Footprint - Energy-efficient Logistics - Sustainable Procurement Practices - Corporate Social Responsibility (CSR) in Supply Chain - Future Trends in Sustainable Logistics - Circular Economy

Total Lectures Hour – 75

Course Outcome(s):

The Students will be able to,

1. Explain the fundamental concepts, objectives, components, and significance of logistics and supply Chain management in business operations.
2. Analyze supply chain network design decisions, including facility location, warehousing, Transportation, and distribution strategies.
3. Evaluate sourcing, procurement, supplier management, and pricing strategies for effective supply chain performance.
4. Apply demand forecasting and supply coordination techniques to improve inventory management and Reduce supply chain inefficiencies.
5. Assess sustainable logistics practices, green supply chain initiatives, and environmentally Responsible

Text Book(s)

1. D.K. Agrawal ,Textbook of Logistics and Supply Chain Management, Macmillan India,2003,ISBN: 9781403909954.
2. Rahul V. Altekar ,Supply Chain Management, PHI Learning Pvt. Ltd. 2005.ISBN: 9788120328594
3. N. Chandrasekaran ,Supply Chain Management: Process, System and Practice, Oxford University 2010,ISBN: 9780198063025
4. Satish C. Ailawadi & P. Rakesh Singh, Logistics and Supply Chain Management, PHI Learning Pvt. Ltd. 2021,ISBN: 9788194800286
5. K. Shridhara Bhat ,Logistics and Supply Chain Management, Himalaya Publishing House,2011,ISBN: 9788184887051

Reference Book(s)

1. S. Umasarulatha ,Logistics and Supply Chain Management, Jupiter Publications Consortium 2022.ISBN: 9789391303396
2. P. Radhakrishnan & S. Ganesan – Logistics and Supply Chain Management, relevant for logistics systems and supply chain coordination in Indian business settings.
3. H.R. Ramanath & H.R. Appannaiah – Fundamentals of Logistics & Supply Chain Management, Himalaya Publishing House,2025,ISBN: 9789371054829.
4. Coyle, Langley, Novack & Gibson, Supply Chain Management,CengagLearning,2021,ISBN:9780357442135
5. David Simchi-Levi, Philip Kaminsky & Edith Simchi-Levi,Designing and managing the Supply Chain,McGraw Hill education,2021, ISBN:9781264158096

E-RESOURCES

1. <https://slm.mba/mmpo-005>
2. <https://www.khoji.net/books/course.php?id=4636>
3. <https://www.ignouhelpcenter.com/ignou-textbooks/mmpo-005>
4. <https://testbook.com/ugc-net-management/logistics-and-supply-chain-management>
5. <https://www.studymats.com/2021/03/ms-55.html>

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO2	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO3	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO4	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO5	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1

1. Strong-3 Medium-2 Low -1



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V - CC- XI: BUSINESS RESEARCH METHODOLOGY

Ins. Hrs./Week:5

Course Credit ;4

Course Code:U24BB511

UNIT- I Introduction to Research Methodology

(15Hours)

Meaning - Definition of Research - Nature - Importance of Research – Role of Business Research – Aims of Social Research – Research Process – Quantitative Research, - Qualitative Research - Types of Research - Basic - Applied, Exploratory, Descriptive and Causal Research – Pilot Study - Case Study – Concepts of Research plan – Induction, Deduction Method– Ethics in Research.

UNIT –II Formulation of Research Problem and Sampling

(15Hours)

Process and Formulation of Research Problem – Sources – Identification – Selection – Criteria of Good Research Problem – Research Design – Meaning – Essential Stages in preparation of Research Design – Evaluation of the Research Design – Model Design – Sampling – Concept – Types of Sampling – Probability Sampling – Simple Random Sampling - Systematic Sampling - Stratified Random Sampling - Cluster Sampling – Non Probability Sampling – Convenience Sampling – Judgmental Sampling - Snowball Sampling - Quota Sampling – Errors in Sampling.

UNIT- III Sources of Data

(15Hours)

Primary and Secondary Data – Primary Data Collection Methods – Observations – Survey- Interview – Questionnaire - Qualitative Techniques of Data Collection - Questionnaire – Design – Meaning – Process of Designing Questionnaire – Secondary Data – Sources – advantages - disadvantages – Presentation – Coding - Data Entry - Tabulation.

UNIT –IV Analysis and Interpretation of Data

(15Hours)

Analysis and Interpretation of Data – (Frequency Tables, Bar Charts, Pie Charts, Percentages) Hypothesis – Characteristics of Good Hypothesis – Types – Procedure for Hypothesis – Various Hypothesis Tests – T- Test, Z - test, Chi- Square Test, ANOVA – One-Way and Two-Way Classification (Theory Only).

UNIT –V Research Report

(15Hours)

Research Report – Concept – Types – Steps in Organization of Research Report – Significance of Report Writing – Mechanics and Precautions for writing Research Report-Contents of a Report – Appendix: norms for using Index and Bibliography

Total Lectures Hour – 75

COURSE OUTCOME(S)

The Students will be able to,

1. Articulate a clear research question or problem and formulate a hypothesis
2. Identify and demonstrate appropriate research methodologies and know when to use them
3. Define, articulate and use terminology, concepts, and theory in their field and know how to use them.
4. Use library and other tools to search for existing body of research relevant to their topic
5. Know existing body of research relevant to their topic and explain how their project fits
6. Identify and practice research ethics and responsible conduct in research

TEXT BOOK(S)

1. O. R. Krishnaswami, M. Ranganathan, P. N. Hari Kumar. 2019. Research Methodology. ISBN: 978-93-5262-331-0, Himalaya Publication, Balerao Mary, Girgaon, Mumbai, 400004.
2. C. R. Kothari . 2018. Research Methodology. ISBN: 9789386649225. Himalaya Publication, Balerao Mary, Girgaon, Mumbai, 400004.
3. Shraddha M. Bhome, Nikita Prajapati, Charanjitkaur Banga, Swati S. Desai. 2016. Research Methodology. ISBN: 98-93-5202-063-8. Himalaya Publication, Balerao Mary, Girgaon, Mumbai, 400004.
4. Kirti Gupta-Nirali Prakashan. 2013. Research Methodology. 9789383525546. Nirali Prakashan Publication, 157, Budhwar Prithi, Opp. Ratan Talkies, Next to Balaji Mandir, Pune 411002.
5. Dr. Vijayupagade, Dr. Arvindshend. 2010. Research Methodology. 9788121932226. S. Chand, 7361, Ram Nagar, New Delhi, 110 055, Chennai.

REFERENCE BOOK(S)

1. Donald R. Cooper and Pamela S. Schindler .2018. Business Research Methods. International Editions, Latest Edition. ISBN: 1-25-900185-7. McGraw-HILL, 4/12, Asat Ali Road, New Delhi.
2. John Adams, Hafiz T.A. Khan Robert Reside & David White. 2014. Research Methods for Graduate Business and Social Science Students, Response Books. ISBN: 9788132108498. SAGE Publication, 1, Oliver's Yard, 55 City Road London.
3. Kothari C.R. 2014. Research Methodology Methods & Techniques". 2nd Edition. ISBN: 978-81-224-2488-1. New Age International Publisher, 4835/24, Ansari Road, Daryagam, New Delhi, 110002.
4. R. Paneerselvan 2014. Research Methodology. ISBN: 8120349466. Prentice-Hall of India, Rimjhim House, 111, Patparganj Industrial Estate, New Delhi, 110092.
5. Sachdeva J.K. 2011. Business Research Methodology. 3rd Edition. ISBN: 978818488b1622. Himalya Publishing, Balerao Mary, Girgaon, Mumbai, 400004.

E – RESOURCES

1. www.ccsuniversity.ac.in
2. www.investopedia.com
3. www.questionpro.com
4. www.scribbr.com
5. www.scribbr.com/category/research-process/

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO2	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO3	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO4	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO5	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1

1. Strong-3 Medium-2 Low -1



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V-CC-XII- BUSINESS TAXATION

Ins. Hrs./Week:5

Course Credit:4

Course Code:U24BB512

UNIT-I Introduction to Taxation (10Hours)

Objectives of Taxation – Canons of Taxation – Tax System in India– Direct and Indirect Taxes – Meaning and Types.

UNIT-II Basics of Income Tax Act (15 Hours)

Income Tax Act 1961 – Basic Concepts - Definitions – Income – Assessee - Person - Previous Year- Assessment Year - Gross Total Income - Total Income - Meaning of Permanent Account Number- Return of Income - TDS - Meaning - Rates - Filing and Return - Advance Tax - Rates of Taxation- Assessment Procedure.

UNIT-III Customs Act, 1962 (15 Hours)

Customs Act 1962 – Introduction – Definitions - Objective — Functions - Powers of Customs Authorities - Different Types of Custom Duties - Classification of Goods - Procedure for Assessment - Methods of Valuation for Customs - demand and recovery of customs duty - Procedure for claiming customs duty drawback.

UNIT- IV Goods and Services Tax (GST) Framework (20 Hours)

Definitions Of GST – Business Related Person's Capital Goods – Levy and Collection of tax– Mixed Supply - Composite Supply – Meaning - Advantages - Disadvantages of Unregistered Supplier – Time and Value of Supply– Goods - Services –Input Tax Credit –Registration of GST– Person Liable for Registration - Not Liable for Registration - Registration of Casual Taxable Person - Deemed on Cancellation of Registration - Revocation of Cancellation of Registration - VAT.

UNIT-V GST Documentation and Compliance (15Hours)

Tax Invoice - Credit and Debit notes – Return of GST, Refunds, Payment of Tax, Assessment and Audit. An Overview of Tax Audit – Tax Incentives - Export Promotions - Deductions and Exemptions.

Total Lectures Hour-75

COURSE OUTCOME(S)

The students will be able to

1. Understand the objectives and structure of the Indian taxation system.
2. Apply the basic provisions of the Income Tax Act, including computation and compliance.
3. Interpret and comply with the Customs Act provisions.
4. Analyze GST implementation, registration, and tax credit mechanisms.

5. Apply documentation and compliance procedures in GST.

TEXT BOOK(S)

1. Datey, V. S. Indirect Taxes Law and Practice. Taxmann Publications, 2023. ISBN: 9789357781547.
2. Mehrotra, H. C., and Goyal, S. P. Income Tax Law and Practice. SahityaBhawan Publications, 2023. ISBN: 9789351840516.
3. Ahuja, Girish, and Ravi Gupta. Systematic Approach to Income Tax. Wolters Kluwer, 2023. ISBN: 9789357780021.
4. Singhania, Vinod K. Students' Guide to Income Tax. Taxmann Publications, 2024. ISBN: 9789357781462.
5. Jain, R. K., and Lok Sabha Secretariat. Customs Law Manual. Centax Publications, 2023. ISBN: 9789392112704.

REFERENCEBOOK(S)

1. Lal, B. B. Direct Taxes: Law and Practice. Pearson Education, 2022. ISBN: 9789353435536.
2. Rao, K. V. Bhanu Murthy. GST and Customs Law. Himalaya Publishing, 2023. ISBN: 9789358040117.
3. Saxena, P. K. Indirect Taxes: GST and Customs. Cengage Learning India, 2023. ISBN: 9789355735337.
4. SampathIyengar, A.C. Law of Income Tax. Bharat Law House, 2023. ISBN: 9788195637981.
5. Dr. Sanjeev Kumar. Systematic Approach to GST & Customs Law. Bharat Law House, 2023. ISBN: 9789392729599

E-RESOURCES

1. <https://adviceor.com>
2. https://fincurious.com/business_taxation
3. <https://capoint.in/pages/taxation>
4. <https://gstguntur.com/ca-inter-taxation-study-material>
5. <https://dokumen.pub/business-taxation-3-ed-9789339218225-9339218221.html>

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	1	1	2	1	1	2	1	3	2	3	2	1
CO2	3	3	3	1	1	2	1	1	2	1	3	2	3	2	1
CO3	3	3	3	1	1	2	1	1	2	1	3	2	3	2	1
CO4	3	3	3	1	1	2	1	1	2	1	3	2	3	2	1
CO5	3	3	3	1	1	2	1	1	2	1	3	2	3	2	1

Strong-3 Medium-2 Low



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DEPARTMENT OF BUSINESS ADMINISTRATION**

BBA

Semester: V – EC- I: DIGITAL MARKETING

Ins. Hrs. /Week:4

Course Credit: 3

Course Code:U24BBE51A

UNIT: 1 Fundamentals of Digital Marketing (12Hours)

Introduction to Digital Marketing – Origin & Development of Digital Marketing – Traditional vs Digital Marketing – Opportunities & Challenges- Online Marketing Mix – Digital Advertising Market in India. 6M Framework – ASCOR & POEM Digital Marketing framework.

UNIT: II v Digital Marketing Tools and Techniques (12Hours)

Content Marketing – Content creation process – Content pillar - Types – A/B Testing – Display Advertising – Search Engine Marketing – Search Engine Optimization (On page & Off page optimization) - Email Marketing, – Mobile Marketing.

UNIT: III Social Media Marketing and Strategy (12 Hours)

Social Media Marketing - Building successful social media digital strategy – Piggy bank theory – Personal branding in social media – Crowdsourcing – Lead generation & sales in social media

UNIT: IV Online Reputation and Influencer Marketing (12 Hours)

Online Reputation Management - Social commerce - Ratings & Reviews - Word of Mouth - User generated content – Co-Marketing – Affiliate Marketing - Influencer Marketing.

UNIT –V Digital Analytics and Performance Measurement (12Hours)

Digital Analytics and Measurement - Importance of Analytics in digital space – Data capturing in online space – Types – Tracking Mechanism – Google Analytics structure – Conversion tracking – Digital Engagement funnel - Define – Key performance indicator(s) (KPIs) – Ad words & Display Networks. Overview – Applications of Sentiment analysis and Text Mining - Measuring campaign effectiveness – ROI (Return on Investment) & CLV (Customer life term value)

Total Lectures Hour: 60

COURSE OUTCOME(S)

The students will be able to

1. Discuss digital marketing and its framework
2. Identify, use appropriately and explain digital marketing tools
3. Explain social media marketing and crowdsourcing
4. Discuss online reputation management and its influence
5. Identify the various data analytics and measurement tools in digital marketing

TEXT BOOK(S)

1. Chaffey, Dave, and Ellis-Chadwick, Fiona Digital Marketing: Strategy, Implementation, and Practice, Pearson Education, 7th Edition, 2020,ISBN: 9781292241579
2. Ryan, Damian, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Kogan Page, 4th Edition, 2016,ISBN: 9780749478438
3. Kotler, Philip, Kartajaya, Hermawan, and Setiawan, Iwan Marketing 4.0: Moving from Traditional to Digital Wiley, 1st Edition, 2017,ISBN: 9781119341208
4. Kerpen, Dave Likeable Social Media: How to Delight Your Customers, Create an Irresistible Brand, and Be Generally Amazing on Facebook (and Other Social Networks)McGraw-Hill, 2nd Edition, 2011,ISBN: 9780071762342
5. Clifton, BenDigital Marketing for Dummies Wiley, 1st Edition, 2020,ISBN: 9781119660484

REFERENCE BOOK(S)

1. Evans, Dave, and Bratton, Mike, Social Media Marketing: The Next Generation of Business Engagement, Wiley, 1st Edition, 2012,ISBN: 9781118194492
2. Chaffey, Dave Digital Business and E-Commerce Management: Strategy, Implementation, and Practice, Pearson Education, 7th Edition, 2019,ISBN: 9781292193366
3. Tuten, Tracy L., and Solomon, Michael R. Social Media Marketing, Pearson Education, 3rd Edition, 2020,ISBN: 9781529731996
4. Michaels, Christopher, Content Strategy for the Web, New Riders Press, 2nd Edition, 2011,ISBN: 9780321808301
5. Bly, Robert W The Copywriter's Handbook: A Step-by-Step Guide to Writing Copy That Sells Henry Holt and Co., 3rd Edition, 2018.ISBN: 9781250238016

E-RESOURCES

1. <https://www.digitalmarketer.com>
2. <https://www.hubspot.com/marketing>
3. <https://www.coursera.org/learn/digital-marketing>
4. <https://learndigital.withgoogle.com>
5. <https://www.simplilearn.com/digital-marketing-tutorial>

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	3	2	2	1	1	1	1	3	2	3	3	2
CO2	2	2	1	3	2	2	1	1	1	1	3	2	3	3	2
CO3	2	2	1	3	2	2	1	1	1	1	3	2	3	3	2
CO4	2	2	1	3	2	2	1	1	1	1	3	2	3	3	2
CO5	2	2	1	3	2	2	1	1	1	1	3	2	3	3	2

Strong-3Medium-2Low-1



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V- EC-I- TRAINING AND DEVELOPMENT

Ins. Hrs./Week:4

Course Credit:3

Course Code: U24BBE51B

UNIT- I Introduction to Training and Development

(12Hours)

Meaning,- Scope - Importance - Difference between Training Development - Education - Role of Training in HRM -Training Function.

UNIT-II Training Needs Assessment (TNA)

(12Hours)

Purpose and levels of TNA - Organizational task - individual - Methods of identifying training needs- Competency gap analysis -Aligning training with business goals.

UNIT- III Designing the Training Program

(12Hours)

Setting Learning Objectives - Instructional Design Principles - Selecting Training Methods - On-the-Job - Off-the-Job - Simulations - Adult Learning Theories - Learning Styles.

UNIT-IV Training Methods and Delivery

(12Hours)

Classroom Training - E- Learning - Blended Learning - Coaching, Mentoring - Job Rotation - Experiential Learning Techniques- Role-Plays - Case Studies - Business Games - Trainer Competencies -Communication Skills.

UNIT-V Evaluation of Training Programs

(12Hours)

Importance of evaluation - Kirk Patrick's Four- Level Model of Evaluation – Return on Investment (ROI) in Training - Feedback and Continuous Improvement.

Total Lectures Hour-60

COURSE OUTCOME(S)

The students will be able to

1. Describe the meaning, scope, and strategic importance of training and development within the context of human resource management.
2. Analyze training needs at organizational, task, and individual levels using various assessment methods and align them with business goals.
3. Design effective training programs by applying instructional design principles and adult learning theories.
4. Compare and apply appropriate training methods including classroom, e-learning, experiential, and on-the-job techniques based on learner needs and training goals.
5. Evaluate training effectiveness using models like Kirkpatrick's and assess ROI to

ensure continuous improvement of training interventions.

TEXT BOOK(S)

1. Rao, P. L. Training and Development. 2nd ed., Excel Books, 2022. ISBN: 9788174465800.
2. Lynton, Rolf, and Uday Pareek. Training for Development. 3rd ed., SAGE Publications India, 2020. ISBN: 9789351507673.
3. Gupta, C.B. Human Resource Management. 19th ed., Sultan Chand & Sons, 2023. ISBN: 9789385126284.
4. Bhatia, S.K. Training and Development: Concepts and Practices. Deep and Deep Publications, 2021. ISBN: 9788176297577.
5. Khanka, S.S. Human Resource Management (Text and Cases). S. Chand Publishing, 2022. ISBN: 9789352834198.

REFERENCE BOOK(S)

1. Noe, Raymond A. Employee Training and Development. 9th ed., McGraw-Hill Education, 2022. ISBN: 9781265925805.
2. Blanchard, P. Nick, and James W. Thacker. Effective Training: Systems, Strategies, and Practices. 6th ed., Pearson, 2021. ISBN: 9781292269469.
3. Werner, Jon M., and Randy L. DeSimone. Human Resource Development. 7th ed., Cengage Learning, 2020. ISBN: 9788131528128.
4. Goldstein, Irwin L., and J. Kevin Ford. Training in Organizations. 4th ed., Cengage Learning, 2021. ISBN: 9780534581033.
5. Saks, Alan M., and Robert R. Haccoun. Managing Performance Through Training and Development. 7th ed., Nelson Education, 2020. ISBN: 9780176721267.

E-RESOURCES

1. https://www.researchgate.net/publication/277324826_SHRM_Training_and_Development
2. <https://www.managementstudyguide.com/training-development.htm>
3. https://www.tutorialspoint.com/human_resource_management/training_and_development.htm
4. <https://www.geektonight.com/training-and-development>
5. <https://www.economicdiscussion.net/human-resource-management/training-and-development> □

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DEPARTMENT OF BUSINESS ADMINISTRATION



BBA

Semester: V - ECI– FINANCIAL ANALYTICS

Ins. Hrs./Week:4

Course Credit:3

Course Code: U24BBE51C

UNIT I – Introduction to Financial Analytics

(10 HRS)

Meaning - Scope of Financial Analytics -Importance of Analytics in Financial Decision Making - Types of Financial Data - Sources - Financial Statements and Data Interpretation - Role of Technology in Financial Analytics - Introduction to Business Intelligence - Data Analytics – Descriptive - Predictive - Prescriptive Analytics - Applications of Financial Analytics in Business

UNIT II – Financial Data Analysis and Visualization

(15 HRS)

Collection and Organization of Financial Data - Data Cleaning - Data Preparation Techniques - Ratio Analysis and Financial Performance Evaluation -Trend Analysis - Comparative Statements - Cash Flow Analysis - Fund Flow Analysis - Data Visualization Techniques in Finance - Use of Spreadsheets -Analytical Tools - Dashboard and Report Preparation for Financial Analysis

UNIT III – Investment and Risk Analytics

(10HRS)

Basics of Investment Analysis - Risk and Return Concepts - Portfolio Analysis - Diversification - Capital Market Analytics - Financial Risk Measurement Techniques - Credit Risk - Market Risk Analysis -Time Value of Money - Discounting Techniques - Analytics for Investment Decision Making

UNIT IV – Predictive Financial Analytics

(13HRS)

Forecasting Techniques in Finance - Budgeting - Financial Planning Analytics - Regression and Correlation Analysis in Finance - Predictive Models for Financial Performance - Break-even Analysis -Cost-Volume-Profit Analysis - Fraud Detection - Financial Monitoring - Business Forecasting using Financial Data - Decision-Making Models in Financial Analytics

UNIT V – Emerging Trends in Financial Analytics

(12HRS)

Artificial Intelligence and Machine Learning in Finance - Big Data Analytics in Financial Services –Fin Tech and Digital Financial Systems –Block chain - Crypto currency Analytics - Financial Analytics in Banking and Insurance -Ethical Issues in Financial Data Analysis - Cyber security - Data Privacy in Finance - Future - Scope - Career Opportunities in Financial Analytics

Total Lectures Hour – 60 Hrs

COURSE OUTCOME(S)

The students will be able to:

1. Explain the concepts, tools, and applications of financial analytics in business decision-making.
2. Analyze financial statements and interpret financial data using analytical techniques and visualization tools.
3. Evaluate investment opportunities and financial risks using quantitative and analytical methods.
4. Apply forecasting and predictive analytics techniques for financial planning and business decisions.
5. Assess emerging technologies and trends influencing modern financial analytics and financial services

TEXT BOOK(S)

1. SheebaKapil, Financial Valuation and Modeling, Wiley, 1e,2022, ISBN:9789354246036
2. R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022. ▪ Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013,ISBN: 9789354437656
3. N R Parasuraman, Financial Management-step by step approach, Cengage, 1e,2014,ISBN: 9789386668554
4. Simon Bennings, Financial Modeling-Using Excel, MIT Press, Camberidge,2003,ISBN: 9780262026284
5. Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

REFERENCE BOOK(S)

1. M.Y. Khan & P.K. Jain ,Financial Management: Text, Problems and Cases, McGraw Hill Education. ISBN: 9789353162184
2. Prasanna Chandra , Financial Management: Theory and Practice, McGraw Hill Education India,2013,ISBN: 9780074515594
3. I.M. Pandey, Financial Management, Pearson India2017, ISBN: 9789353942670
4. S.N. Maheshwari & S.K. Maheshwari – Financial Management: Principles and Practice, Sultan Chand & Sons.,2013, ISBN: 9789351611028
5. Dr. S. Gurusamy – Financial Markets and Institutions, Vijay Nicole Imprints Pvt. Ltd,2015 ISNB: 9788184247565

E-RESOURCES

1. <https://www.wileyindia.com/financial-analytics.html>
2. <https://sscbs.du.ac.in/course/financial-analytics>
3. <https://www.coursera.org/specializations/financial-analysis>
4. <https://www.edx.org/learn/financial-analysis>
5. <https://www.wallstreetmojo.com/financial-analysis>



SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE
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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V - ECII-CONSUMER BEHAVIOUR

Ins. Hrs./Week:4

Course Credit:3

Course Code: U24BBE52A

UNIT- I Introduction to Consumer Behavior (15Hours)

Introduction to Consumer Behavior- Nature - scope & application- Importance of consumer behavior in marketing decisions- characteristics of consumer behavior- role of consumer research - consumer behavior interdisciplinary approach- Introduction to Industrial Buying Behavior - Market Segmentation, VALS 2 segmentation profile.- E-Buying Behavior- The E-Buyer vis-à-vis the Brick-and mortar Buyer- Influences on E-Buying

UNIT –II Consumer Motivation (10Hours)

Internal Influences on Consumer Behavior: Consumer Needs & Motivation -Characteristics of motivation-arousal of motives- theories of needs & motivation-Maslow's hierarchy of needs, McClelland's APA theory-Types of involvement.

UNIT- III Consumer Personality (13Hours)

Consumer Personality- theories of personality- Freudian theory, Jungian theory, Trait theory; Theory of self-images- Role of self-consciousness-. Consumer Perception - Perceptual Process- selection, organization & interpretation- Learning & Consumer Involvement- learning theories- classical conditioning, instrumental conditioning, cognitive learning- involvement theory. Consumer Attitudes: Formation of attitudes; functions performed by attitudes- attitude towards advertisement model.

UNIT –IV: External Influences on Consumer Behavior (12Hours)

External Influences on Consumer Behavior: Group Dynamics & consumer reference groups- Different types of reference groups- Family & Consumer Behavior - Consumer socialization process- consumer roles within a family- purchase influences and role played by children- family life cycle. Social Class& Consumer behavior - Determinants of social class - introduction to sub-cultural & cross-cultural influences - Opinion Process.

UNIT –V Consumer Decision Making and Innovation (10 Hours)

Consumer Decision Making: Diffusion of Innovation: Definition of innovation -resistance to innovation- Consumer Decision making process- problem recognition -pre-purchase search influences; information evaluation-purchase decision; post-purchase evaluation

Total Lectures Hour – 60

COURSE OUTCOME(S)

The Students will be able to,

1. Explain the concept of Consumer Behaviour & describe Consumer research process in detail.
2. Interpret psychological and environmental influences that are relevant for understanding consumer behaviour.
3. Analyze the consumer decision process.
4. Assess the impact of consumer's motivation, personality on the buying behaviour.
5. Determine customer satisfaction and consequent post purchase behavior

TEXT BOOK(S)

1. Schiffman, Leon G., and Kanuk, Leslie Lazar, Consumer Behavior, Pearson Education, 11th Edition, 2019, ISBN: 9789332557352
2. Solomon, Michael R., Consumer Behavior: Buying, Having, and Being, Pearson, 12th Edition, 2020, ISBN: 9780135225691
3. Hawkins, Del I., Best, Roger J., and Coney, Kenneth A., Consumer Behavior: Building Marketing Strategy, McGraw-Hill, 14th Edition, 2019, ISBN: 9781259919411
4. Blackwell, Roger D., Miniard, Paul W., and Engel, James F., Consumer Behavior Cengage Learning, 11th Edition, 2017, ISBN: 9788131507520
5. Kutner, Alan, and Bender, Mark, Consumer Behavior: An Applied Approach Tata McGraw-Hill, 2nd Edition, 2018

REFERENCE BOOK(S)

1. Wayne D. Hoyer, Deborah J. MacInnis & Rik Pieters, Consumer Behavior, Cengage Learning 7th Edition 2018, ISBN-13: 9781305507272
2. Barry J. Babin & Eric Harris CB, Consumer Behaviour, Cengage Learning 3rd Edition 2023 ISBN-13: 9781774746646
3. Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi, 2019, ISBN: 9789393160522
4. Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi, 2022, ISBN: 9789393160522
5. David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002, ISBN: 9780070483033

E-RESOURCES

1. <https://slm.mba/mmpm-001>
2. <https://www.khoji.net/books/course.php?id=4836>
3. <https://testbook.com/ugc-net-commerce/consumer-behaviour>
4. <https://ebooks.inflibnet.ac.in/mgmt14/chapter/consumer-behaviour>
5. <https://egyankosh.gkpad.com/page/79174>

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	2	1	2	1	1	2	2	1	3	2	3	2	1
CO2	2	3	2	1	2	1	1	2	2	1	3	2	3	2	1
CO3	2	3	2	1	2	1	1	2	2	1	3	2	3	2	1
CO4	2	3	2	1	2	1	1	2	2	1	3	2	3	2	1
CO5	2	3	2	1	2	1	1	2	2	1	3	2	3	2	1

Strong-3 Medium-2 Low-1



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V - ECII–COMPENSATION MANAGEMENT

Ins. Hrs./Week:4

Course Credit:3

Course Code: U24BBE52B

UNIT I: Introduction to Compensation

(15Hours)

Basics of compensation and remuneration - Factors determining pay rates and wage differentials- Compensation responsibilities and systems design issues- Compensation philosophies and strategic approaches

UNIT II: Job Evaluation and Wage Structure

(12Hours)

Nature – objectives –principles - procedures of job evaluation- Development of base pay systems -wage curve-Pay grades- salary matrices - wage mix- Compensation as a strategic tool for employee retention

UNIT III: Incentives and Executive Compensation

(13Hours)

Pay-for-performance and financial incentives- Individual - team, and organization-wide incentive plans (e.g., gain-sharing, profit-sharing, ESOPs)-Compensation for sales personnel (commissions vs. salary)- Executive compensation plans and packages

UNIT IV: Employee Benefits and Services

(10Hours)

Employee benefits - needs analysis - benchmarking - Statutory (mandatory) vs. non-statutory (voluntary) benefits-Funding benefits - designing benefit – packages – Retirement – insurance - social security measures

UNIT V: Administration and Legal Framework

(10Hours)

Legal constraints on pay systems - institutional mechanisms -The role of Wage Boards - Pay Commissions-Perceptions of pay fairness and managing pay satisfaction-Current trends in compensation management - Indian organizational practices.

Total Lectures Hour – 60

COURSE OUTCOME(S)

1. Explain the fundamentals of compensation management, wage differentials, and strategic compensation approaches.
2. Apply job evaluation techniques and develop effective wage and salary structures.
3. Analyze incentive plans and executive compensation systems used in organizations.
4. Evaluate employee benefit programs, retirement plans, and social security measures.
5. Examine legal aspects, pay fairness, and current trends in compensation management practices.

TEXT BOOK(S)

1. B.D. Singh, Compensation and Reward Management, Edition: 2nd Edition, ISBN: 9788174467247
2. Tapomoy Deb, Compensation Management, Edition: 1st Edition, ISBN: 9789350620654
3. C.B. Gupta, Human Resource Management, Edition: Revised Edition, ISBN :9789351611040
4. P. Subba Rao, Personnel and Human Resource Management, Edition: 5th Edition, ISBN:9789350978809
5. K. Aswathappa, Human Resource Management: Text and Cases, Edition: 8th Edition, ISBN9789353160980

REFERENCE BOOK(S)

1. R.S. Dwivedi, Human Resource Management, Edition: 2nd Edition, ISBN:: 9788120417135
2. S.L. Gupta, Human Resource Management, Edition: 3rd Edition, ISBN9788180548916
3. Tripathi P.C., Human Resource Development, Edition: 6th Edition, ISBN:9788125938949
4. V.S.P. Rao, Human Resource Management, Edition: 3rd Edition, ISBN 9788177589038
5. Biswajeet Pattanayak, Human Resource Management, Edition: 5th Edition, ISBN:9788120340983

E-RESOURCES

1. <https://www.khoji.net/books/course.php?id=4811>
2. <https://dokumen.pub/download/compensation-management.html>
3. https://www.researchgate.net/publication/352460961_Compensation_Management
4. https://www.researchgate.net/publication/378967987_BCom_Compensation_Management
5. <https://www.managementstudyguide.com/compensation-management.htm>□



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V - ECII INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Ins. Hrs./Week:4

Course Credit:3

Course Code:U24BBE52C

Unit 1: Introduction to Investment

(12Hours)

Meaning and objectives of investment -Investment vs speculation vs gambling -Investment process -Types of investors Features of investment -Risk and return concepts - Financial markets-Primary market -Secondary market

Unit 2: Risk and Return Analysis

(12Hours)

Meaning of risk and return -Types of risk-Systematic risk -Unsystematic risk -Measurement of risk: Standard deviation, Variance ,Beta-Measurement of return: Holding period return ,Expected return .

Unit 3: Fundamental and Technical Analysis

(12Hours)

Fundamental Analysis - Economic analysis -Industry analysis -Company analysis -Financial statement analysis -Ratio analysis Earnings Per Share (EPS) -Price Earnings Ratio (P/E Ratio) Technical Analysis;-Meaning and assumptions -Dow Theory -Price charts -Trend analysis -Support and resistance levels -Moving averages - Market indicators

Unit 4: Portfolio Analysis

(12Hours)

Meaning of portfolio -Portfolio construction process -Portfolio revision -Portfolio evaluation -Diversification – Markowitz-Portfolio Theory -Efficient Frontier -Sharpe Model

Unit 5: Portfolio Management and Mutual Funds

(12Hours)

Meaning and objectives of portfolio management -Functions of portfolio manager -Active vs passive portfolio management Portfolio performance evaluation: Mutual funds: Meaning and features -Types of mutual funds - Advantages and disadvantages -NAV calculation

Total Lectures Hour – 60

COURSE OUTCOME(S)

1. Explain the concepts, objectives, types, and features of investment and financial markets.
2. Analyze risk and return using various measurement techniques and risk classification methods.
3. Apply fundamental and technical analysis techniques for evaluating investment opportunities.
4. Construct and evaluate investment portfolios using diversification and portfolio theories.
5. Examine portfolio management strategies and evaluate the features and performance of mutual funds.

TEXT BOOK(S)

1. V.K. Bhalla, Investment Management, 18th Edition, ISBN : 9789351611729
2. Preeti Singh, Investment Management: Security Analysis and Portfolio Management, 17th Edition, ISBN : 9789350518234
3. Prasanna Chandra, Investment Analysis and Portfolio Management, 5th Edition, ISBN: 9789352608926
4. Punithavathy Pandian, Security Analysis and Portfolio Management, 2nd Edition, ISBN: 9788125930899
5. S. Kevin, Security Analysis and Portfolio Management, 3rd Edition, ISBN: 9788125935344

REFERENCE BOOK(S)

1. Dhanesh Khatri, Investment Management and Security Analysis, 1st Edition, ISBN: 9789352028472
2. M. Ranganatham, Investment Analysis and Portfolio Management, 2nd Edition, ISBN : 9788131604081
3. Avadhani V.A., Investment and Securities Markets in India, 10th Edition, ISBN : 9789350971169
4. Rustagi R.P., Investment Management, 2nd Edition, ISBN : 9788178660040
5. Dr. Vinod Kumar, Portfolio Management, 1st Edition, ISBN : 9789383746826

E-RESOURCES

1. <https://www.geektonight.com/portfolio-management>
2. <https://www.wallstreetmojo.com/portfolio-management>
3. <https://www.investopedia.com/portfolio-management>
4. <https://www.managementstudyguide.com/portfolio-management.htm>
5. <https://www.khoji.net/books/course.php?id=4828>

SEMESTER –VI



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V–CCXIII: FINANCIAL MANAGEMENT

Ins. Hrs./Week:6

Course Credit:4

Course Code:U24BB613

UNIT-I Introduction to Financial Management

(15 Hours)

Meaning - Objectives - Importance of Finance –Sources of finance – Functions of Financial Management – Role of Financial Manager in Financial Management.

UNIT-II Capital Structure and Cost of Capital

(20 Hours)

Capital Structures Planning - Factors affecting Capital Structure – Determining Debt and Equity proportion – Theories of Capital Structures – Leverage Concept - Cost of Capital–Cost of Equity – Cost of Preference Share Capital – Cost of Debt – Cost of Retained Earnings – Weighted Average (or) Composite Cost of Capital (WACC).

UNIT-III Capital Budgeting and Investment Decisions

(12 Hours)

Capital Budgeting – ARR - Payback period - Net Present Value - IRR- Capital Rationing - Simple problems on Capital Budgeting Methods.

UNIT-IV Dividend Decisions and Policies

(10 Hours)

Dividend Policies – Factors affecting Dividend Payment - Company Law Provision on Dividend Payment – Various Dividend Models (Walter's, Gordon's –M.M. Hypothesis).

UNIT–V Working Capital Management

(18Hours)

Working Capital – Components of working capital – Operating Cycle – Factors influencing Working Capital – Determining (or) Forecasting of working Capital requirements.

Total Lectures Hour–75

COURSE OUTCOME(S)

The students will be able to

1. Understand the fundamental concepts, objectives, sources, and functions of financial management, and the role of financial managers.
2. Analyze capital structure decisions, determine cost of various capital components, and compute weighted average cost of capital (WACC).
3. Apply capital budgeting techniques to evaluate investment decisions using methods such as ARR, Payback Period, NPV, and IRR.

- Evaluate dividend policies and apply various dividend models including Walter's, Gordon's and M.M. hypothesis.
- Understand the concept of working capital, determine its components, and forecast working capital requirements using appropriate methods.

TEXT BOOK(S)

- Khan, M. Y., and P. K. Jain. Financial Management: Text, Problems and Cases. 8th ed., McGraw Hill Education, 2018. ISBN: 9789352607452.
- Chandra, Prasanna. Financial Management: Theory and Practice. 10th ed., McGraw Hill Education, 2019. ISBN: 9789353166637.
- M. Pandey. Financial Management. 11th ed., Vikas Publishing House, 2021. ISBN: 9789325976174.
- Rustagi, R. P. Fundamentals of Financial Management. 15th ed., Taxmann Publications, 2022. ISBN: 9789392211597.
- Maheshwari, S. N., and S. K. Maheshwari. Financial Management: Principles and Practice. 18th ed., Sultan Chand & Sons, 2021. ISBN: 9788195071286.

REFERENCE BOOK(S)

- Van Horne, James C., and John M. Wachowicz Jr. Fundamentals of Financial Management. 13th ed., Pearson Education, 2022. ISBN: 9788131716533.
- Ravi M. Kishore. Financial Management: Comprehensive Textbook with Case Studies. 8th ed., Taxmann Publications, 2022. ISBN: 9789356221340.
- Damodaran, Aswath. Corporate Finance: Theory and Practice. 3rd ed., Wiley India, 2020. ISBN: 9788126519551.
- Srivastava, Rajiv, and Anil Misra. Financial Management. Oxford University Press, 2018. ISBN: 9780199453580.
- Bhalla, V. K. Financial Management and Policy. 12th ed., S. Chand Publishing, 2021. ISBN: 9789352837361.

E-RESOURCES

- <https://www.geektonight.com/financial-management>
- <https://www.managementstudyguide.com/financial-management.htm>
- <https://www.investopedia.com/financial-management>
- <https://www.wallstreetmojo.com/financial-management>
- <https://www.khoji.net/books/course.php?id=4807>

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO2	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO3	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO4	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO5	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1

Strong-3 Medium-2 Low -1



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: V-CC-XIV: HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Ins.Hrs./Week:6

CourseCredit:4

Course Code: U24BB614

UNIT–I Foundation of Human Resource Management (15 Hours)

Nature - scope of Human Resources Management - Roles - Responsibilities of HR Manager - HR Policies - Procedures - Differences between Personnel Management and HRM - Environment of HRM – Concept - Scope of Strategic - Human Resource Management (SHRM) - HRM as a competitive advantage in the VUCA world.

UNIT–II HR Planning and Staffing (10 Hours)

Human Resource Planning - Job Evaluation Methods - Job Analysis - Job Description, Job Specification - Recruitment - Selection - Process, Methods - Interview, Tests, Induction and Placement.

UNIT– III HR Audit and Emerging Trends (15 Hours)

Human Resource Audit –Nature – Benefits – Scope –Approaches - HRIS - Recent trends in HRM- Green HRM -Virtual HRM- Practices Understanding People Analytics- Multi-generational workforce - Global HRM.

UNIT – IV Individual Behavior (20 Hours)

Individual Behavior - Foundations of Individual Behavior-Personality - Determinants of personality - Type A and B - Big Five personality types - Stages of personality development- Attitude – components - Job-related attitudes - Learning - Concept - Theories - Reinforcement - Perception – Concept - Perceptual process - Factors influencing perception- Values - Concept - types - Terminal values and instrumental values- Motivation – Concept- importance- Theories of motivation - Early Theories of motivation

UNIT –V Group &Team Behaviour (15 Hours)

Group and Team Behaviour - Groups and Work Teams – Concept - Five Stage model of group development – Group think and shift- Indian perspective on group norms – Group teams - Types of teams - Creating team players from individual building – Individual and Group conflict- E-teams.

Total Lectures Hour–75

COURSE OUTCOME(S)

The students will be able to

1. Explain the nature, scope, and evolving role of Human Resource Management (HRM) in both traditional and strategic contexts, and evaluate its importance in today's dynamic and competitive VUCA world.
2. Apply the principles of Human Resource Planning, Job Analysis, and Staffing to effectively manage talent acquisition through recruitment, selection, and placement techniques.
3. Evaluate Human Resource Audit practices and interpret emerging HRM trends, such as Green HRM, Virtual HRM, People Analytics, and managing a multi-generational workforce in a globalized context.
4. Demonstrate theoretical knowledge of human behavior in human life setting in management.
5. Judge the lacunae in the system to be able to improve the organization health and other OB outcomes

TEXT BOOK(S)

1. Wilton, Nick. An Introduction to Human Resource Management. 6th ed., SAGE Publications Ltd, 2025. ISBN: 9781529672831.
2. Robbins, Stephen - Organizational Behavior Prentice Hall of India Ltd., New Delhi.
3. Prasad, L.M-Organizational Theory Behavior-Sultan Chand & Sons, New Delhi.
4. Rao, VS P-Organization Behavior –Himalaya Publishing House.
5. Aswathappa.K.-Organizational Behavior–Himalaya Publishing House, Mumbai, 18th Edition

REFERENCEBOOK(S)

1. Caldwell, Cam, and Verl Anderson, editors. Human Resource Management: A Transformative Approach. Nova Science Publishers, 2023. ISBN: 9781685078577.
2. Wilkinson, Adrian, and Stewart Johnstone, editors. Encyclopedia of Human Resource Management. Edward Elgar Publishing, 2023. ISBN: 9781783475457.
3. Benuyenah, Vic. Human Resource Management: Rationalising Managerial Decisions. Emerald Publishing, 2023. ISBN: 9781837976744.
4. Noe, Raymond A., et al. Human Resource Management: Gaining a Competitive Advantage. 13th ed., McGraw-Hill Education, 2025. ISBN: 9781264188895.
5. Bratton, John, and Jeffrey Gold. Human Resource Management: Theory and Practice. 7th ed., Palgrave Macmillan, 2023. ISBN: 9781352012241.

E-RESOURCES

1. <https://www.geektonight.com/human-resource-management>□
2. <https://www.managementstudyguide.com/human-resource-management.htm>□
3. https://www.tutorialspoint.com/human_resource_management□
4. <https://www.aihr.com/blog/human-resource-management>□
5. <https://www.khoji.net/books/course.php?id=4805>□

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1
CO2	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1
CO3	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1
CO4	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1
CO5	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1

Strong-3Medium-2Low-1



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BBA

Semester: VI-EC-IV MARKETING OF SERVICES

Ins.Hrs./Week:4

Course Credit:3

Course Code: U24BBE63A

UNIT- I Introduction to Services Marketing

15 Hours)

Definition - Characteristics - Classification of Services - Differences between Goods and Services Marketing - Growth of the Service Economy - Service Marketing Triangle - GAP Model.

UNIT- II Consumer Behavior in Services

(13 Hours)

Customer Expectations and Perceptions - Role of Culture, Trust, and experience in Service Consumption - Customer Journey - Moments of Truth - Managing Service Encounters.

UNIT -III Managing Service Quality and Customer Satisfaction

(12 Hours)

SERVQUAL Model and Dimensions - Strategies For service recovery and complaint management - Measuring and Improving Service Quality - Customer Satisfaction - Loyalty Programs.

UNIT- IV Relationship Marketing and CRM in Services

(10 Hours)

Relationship Marketing – Meaning – Definition - Importance of Relationship Marketing - Customer Lifetime Value (CLV) - Customer Retention Strategies - CRM Tools - Techniques.

UNIT- V Services Marketing in Key Sectors

(10 Hours)

Marketing of Financial Services - Hospitality - Tourism Marketing - Healthcare Services of Marketing - Education and Professional Services - Case studies and Real-World Service Marketing Campaigns.

Total Lectures Hour– 60

COURSE OUTCOME(S)

The students will be able to

1. Understand the nature, scope, and framework of services marketing, including service characteristics and key models like the GAP Model.
2. Analyze consumer behavior in service contexts and evaluate factors affecting expectations and perceptions of service.
3. Apply quality models like SERVQUAL and develop strategies for enhancing customer satisfaction and managing service failures.
4. Explain and implement relationship marketing and CRM strategies to improve customer retention and value.
5. Evaluate service marketing strategies in key sectors like finance, hospitality, healthcare and education using case studies and real-world examples

TEXT BOOK(S)

1. Zeithaml, Valarie A., Mary Jo Bitner, and Dwayne D. Gremler. Services Marketing: Integrating Customer Focus Across the Firm. 7th ed., McGraw-Hill Education, 2022. ISBN: 9789354600334.
2. Lovelock, Christopher, Jochen Wirtz, and Jayanta Chatterjee. Services Marketing: People, Technology, Strategy. 8th ed., Pearson Education India, 2021. ISBN: 9789332584880.
3. Nargundkar, Rajendra. Services Marketing: Text and Cases. 4th ed., McGraw-Hill Education, 2021. ISBN: 9789353166305.
4. Apte, Govind. Services Marketing. Oxford University Press India, 2022. ISBN: 9780199467095.
5. Ravi Shankar. Services Marketing: The Indian Perspective. Excel Books, 2020. ISBN: 9788174466982.

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1. Fitzsimmons, James A., and Mona J. Fitzsimmons. Service Management: Operations, Strategy, and Information Technology. 9th ed., McGraw-Hill Education, 2022. ISBN: 9781260571458.
2. Hoffman, K. Douglas, and John E.G. Bateson. Services Marketing: Concepts, Strategies and Cases. 5th ed., Cengage Learning, 2021. ISBN: 9788131528784.
3. Clow, Kenneth E., and David L. Kurtz. Services Marketing: Customer Service in Business. 5th ed., Cengage Learning, 2020. ISBN: 9788131518709.
4. Christopher Lovelock and Lauren Wright. Cases in Services Marketing. 3rd ed., Pearson Education, 2021. ISBN: 9788131723912.
5. Srinivasan, R. Services Marketing: The Indian Context. PHI Learning, 2020. ISBN: 9788120353442.

E-RESOURCES

1. <https://www.geektonight.com/services-marketing>
2. <https://www.managementstudyguide.com/services-marketing.htm>
3. https://www.tutorialspoint.com/services_marketing
4. <https://www.marketing91.com/services-marketing>
5. <https://www.khoji.net/books/course.php?id=4825>

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1
CO2	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1
CO3	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1
CO4	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1
CO5	3	2	1	3	2	3	1	2	2	1	2	3	2	3	1

Strong-3Medium-2Low-1



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BBA

Semester: VI-EC-III EMPLOYEE LIFE CYCLE MANAGEMENT

Ins. Hrs./Week:4

Course Credit:3

Course Code:U24BBE63B

UNIT-I Attraction& Employer Branding

(10Hours)

Employer Value Proposition (EVP)-Branding- Sourcing Strategies- Leveraging social media- Employee referrals - job boards.

UNIT-II Recruitment &Selection

(15 Hours)

Job Analysis & Design- Writing job descriptions - specifications- Screening & Interviewing-Structuring behavioral- technical assessments - Offer Management - Compensation negotiation - background checks- and offer rollouts.

UNIT-III Onboarding & Socialization

(10 Hours)

Pre-boarding- Pre-joining formalities - welcome kits – Orientation - Company culture – policies - and infrastructure - -Probation Management- Setting 30-60-90 day goals.

UNIT-IV Development & Performance Management

(10 Hours)

Performance Appraisals - Setting KPIs - OKRs, and continuous feedback cycles.-Learning & Development (L&D)-Training needs - analysis and up skilling programs-,Career Pathing - Mentorship- succession planning - internal mobility.

UNIT-V Retention & Engagement

(15Hours)

Reward & Recognition - Structuring monetary and non-monetary incentives - Employee Well-being- Work-life balance policies - mental health programs – benefits - administration -Engagement Analytics- Using pulse surveys NPS (Employee Net Promoter Score) to measure morale.

Total Lectures Hour– 60

COURSE OUTCOME(S)

1. Explain employer branding strategies and sourcing methods used for attracting talent.
2. Apply recruitment and selection techniques including job analysis, interviewing, and offer management.
3. Analyze onboarding and socialization practices for effective employee integration and probation management.
4. Evaluate performance management and employee development practices including KPIs, training, and career pathing.
5. Examine employee retention and engagement strategies through rewards, well-being programs, and engagement analytics.

TEXT BOOK(S)

1. P. Subba Rao, Personnel and Human Resource Management, 5th Edition, ISBN: 9789350978809
2. K. Aswathappa, Human Resource Management: Text and Cases, 8th Edition, ISBN : 9789353160980
3. C.B. Gupta, Human Resource Management, Revised Edition, ISBN: 9789351611040
4. Biswajeet Pattanayak, Human Resource Management, 5th Edition, ISBN: 9788120340983
5. V.S.P. Rao, Human Resource Management, 3rd Edition, ISBN : 9788177589038

REFERENCE BOOK(S)

1. S.S. Khanka, Human Resource Management, 1st Edition, ISBN : 9788125922818
2. R.S. Dwivedi, Human Resource Management, 2nd Edition, ISBN: 9788120417135
3. Tripathi P.C., Human Resource Development, 6th Edition, ISBN : 9788125938949
4. S.L. Gupta, Human Resource Management, 3rd Edition, ISBN: 9788180548916
5. Udai Pareek, Understanding Organizational Behaviour, 3rd Edition, ISBN : 9780198066291

E-RESOURCES

1. <https://www.aihr.com/blog/employee-life-cycle>
2. <https://www.gallup.com/workplace>
3. <https://www.indeed.com/career-advice>
4. <https://www.spiceworks.com/hr>
5. <https://www.peoplehum.com>

Mapping With Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO2	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO3	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO4	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1
CO5	2	3	3	1	2	2	1	3	3	1	3	2	3	2	1

Strong-3 Medium-2 Low -1



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA
Semester: VI-EC-III STRATEGIC CORPORATE FINANCE

Ins. Hrs./Week:4 Course Credit: 3 Course Code: U24BBE63C

UNIT I – Introduction to Strategic Corporate Finance (15Hours)

Meaning - Scope - Importance of Corporate Finance - Objectives - Functions of Financial Management - Strategic Role of Corporate Finance in Business - Financial Environment and Corporate Governance - Financial Planning and Strategic Decision Making - Sources of Finance – Short-term and Long-term Financial Goals - Shareholder Wealth Maximization - Ethics - Corporate Responsibility in Finance

UNIT II – Capital Structure and Financing Decisions (15Hours)

Concept - Importance of Capital Structure - Factors Affecting Capital Structure Decisions - Cost of Capital – Meaning and Components - Leverage Analysis – Operating, Financial - Combined Leverage - Capitalization – Over Capitalization - Under Capitalization - EBIT–EPS Analysis - Sources of Long-term Finance - Strategic Financing Decisions in Corporates

UNIT III – Investment and Capital Budgeting Strategies (10 Hours)

Meaning - Importance of Capital Budgeting - Capital Budgeting Process - Techniques of Investment Appraisal – Payback Period- ARR - Discounted Cash Flow Techniques – NPV - IRR - Risk Analysis in Capital Investment Decisions - Project Selection - Strategic Investment Decisions - Corporate Expansion - Diversification Strategies - Real-life Applications of Capital Budgeting

UNIT IV – Dividend and Working Capital Strategies (10Hours)

Dividend Policy – Meaning and Importance - Factors Influencing Dividend Decisions - Dividend Theories – Walter's Model - Gordon's Model - Working Capital Management – Concept and Need - Cash, Receivables and Inventory Management - Financing Working Capital Requirements - Liquidity and Profitability - Strategic Management of Short-term Funds

UNIT V – Corporate Restructuring and Emerging Trends (10Hours)

Corporate Restructuring – Meaning and Objectives - Mergers and Acquisitions (M&A) - Corporate Valuation and Financial Strategy - Financial Distress and Business Turnaround Strategies - Risk Management in Corporate Finance - International Corporate Finance Concepts – Fin Tech and Digital Transformation in Corporate Finance - Contemporary Trends in Strategic Corporate Finance

Total Lecture hours:60

Course Outcome(s)

The students will be able to:

1. Explain the concepts, objectives, and strategic role of corporate finance in business organizations.
2. Analyze financing and capital structure decisions using leverage, cost of capital, and strategic financial tools.
3. Evaluate investment proposals using capital budgeting techniques for effective financial decision-making.
4. Apply dividend and working capital management strategies to improve organizational financial performance.
5. Assess corporate restructuring, mergers, financial risks, and emerging trends in strategic corporate finance.

TEXT BOOK(S)

1. Prasanna Chandra, Financial Management: Theory and Practice, 10th Edition, ISBN : 9789353162083 I.M.
2. Pandey, Financial Management, 12th Edition, ISBN : 9789352868269
3. Ravi M. Kishore, Financial Management, 13th Edition, ISBN : 9789354532403
4. M.Y. Khan & P.K. Jain, Financial Management, 8th Edition, ISBN : 9789352606069
5. S.N. Maheshwari, Financial Management: Principles and Practice, 14th Edition, ISBN : 9789327262580

REFERENCE BOOK(S)

1. R.P. Rustagi, Financial Management: Theory, Concepts and Problems, 6th Edition, ISBN : 9789350516650
2. Dr. R.K. Sharma & Shashi K. Gupta, Management Accounting, 14th Edition, ISBN: 978932726839
3. V.K. Bhalla, Financial Management and Policy, 18th Edition, ISBN: 9789351611736
4. Dr. S. Gurusamy, Financial Services and System, 3rd Edition, ISBN : 9781259063235
5. P.C. Tulsian, Financial Management, Revised Edition, ISBN : 9789351610715

E-RESOURCES

1. <https://www.wallstreetmojo.com/corporate-finance>
2. <https://www.investopedia.com/corporate-finance>
3. <https://www.managementstudyguide.com/financial-management.htm>
4. <https://www.geektonight.com/financial-management>
5. <https://www.khoji.net/books/course.php?id=4807> □



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DEPARTMENT OF BUSINESS ADMINISTRATION**

BBA

Semester: VI-EC-IV B2B MARKETING

Ins. Hrs./Week:4

Course Credit:3

Course Code:U24BBE64A

UNIT -1 Introduction to B2B Marketing: :

(12Hours)

Business marketing - Business market customers - Characteristics of business markets - Organizational buying and buying behavior - buying process Organizational markets of India: - Organizational and business markets -Government as a customer -Commercial enterprises - Commercial and institutional customers

UNIT-II Business marketing planning:

(10 Hours)

Segmenting business markets -Business marketing planning- Strategic role of marketing -Components of a business model Product strategy -Product policy - Industrial product strategy - Technology adoption - Building B2B brands - Product support strategy Managing innovation - NPD- Management of Innovation Managing technology - Determinants of new product performance.

UNIT-III Managing service for business markets

(13 Hours)

Managing service for business markets- Understanding the customer experience - Delivering effective customer solutions - Marketing of solutions Pricing in B2B marketing - Pricing process - Competitive bidding Managing marketing communications for business markets - B2B Advertising - Digital marketing

UNIT-IV Business marketing channels

(15Hours)

Managing Channels - Business marketing channels and participants - Channel design and management decisions - E-commerce for business marketing channels - Market logistics decisions - B2B logistics management Marketing of Projects - Characteristics of project management - Competitive bidding for projects.

UNIT-V Implementation of marketing strategy

(10Hours)

PPP Projects Implementation of marketing strategy - Successful strategy implementation - strategy implementation fit.- Building a customer driven organization - Strategy map - Ethical issues in B2B Marketing

TEXT BOOK(S)

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh B2B Marketing: A South Asian Perspective Cengage 2014, 11th e.
2. SharadSarin Business Marketing: Concepts and Cases McGraw Hill 2013, 1st e
3. Tom McMakin, Doug Fletcher How Clients Buy: A Practical Guide to Business Development for Consulting and Professional Services Wiley

4. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri Business Market Management (B2B): Understanding, Creating, and Delivering Value Pearson 2010, 3rd ed.
5. Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano Business to Business Marketing Pearson 2011
6. Krishna K Havaladar Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.

REFERENCE BOOK(S)

1. U.C. Mathur, Business to Business Marketing, 1st Edition, ISBN:9789380578666
2. S. Shajahan, Business-to-Business Marketing, 1st Edition, ISBN : 9788174465960
3. R. Srinivasan, Industrial Marketing Management, 2nd Edition, ISBN:9788120347050
4. Dr. C.B. Gupta, Marketing Management, Revised Edition, ISBN: 9789351611347
5. Dr. Rajan Saxena, Marketing Management, 5th Edition, ISBN: 9789352603518
6. Dr. S.L. Gupta, Marketing Management, 3rd Edition, ISBN : 9788180548398

E-RESOURCES:

1. <https://www.hubspot.com/b2b-marketing>
2. <https://www.marketing91.com/b2b-marketing>
3. <https://www.geektonight.com/b2b-marketing>
4. <https://www.shopify.com/blog/b2b-marketing>
5. <https://www.semrush.com/blog/b2b-marketing>□



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

SEMESTER: VI-CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

Ins. Hrs./Week: 4

Course Credit: 3

Course Code: U24BBE64B

UNIT I – Introduction to Change Management and Organizational Development (15 Hours)

Meaning- Nature - Scope of Change Management - Concept and Importance of Organizational Development (OD) -Types of Organizational Change – Planned and Unplanned Change -Forces Driving Organizational Change -Need and Significance of Change in Organizations -Organizational Culture - Climate -Role of Managers in Change Management -Challenges and Barriers to Organizational Change

UNIT II – Models and Approaches to Change Management (10 Hours)

Theories and Models of Organizational Change -Kurt Lewin Three-Step Model of Change -John Kotter Eight-Step Change Model -Resistance to Change – Causes and Management -Employee Participation and Communication in Change -Leadership Role in Managing Change -Change Agents - Responsibilities - Strategies for Successful Organizational Change

UNIT III – Organizational Development Interventions (10 Hours)

Organizational Development – Meaning and Objectives -OD Process - Action Research Model -Human Process Interventions -Team Building - Group Development -Training - Sensitivity Development Programs -Techno-Structural Interventions -Performance Management - Organizational Effectiveness - Role of Organizational Culture in Development

UNIT IV – Managing Organizational Transformation (10 Hours)

Organizational Transformation and Innovation -Strategic Change and Business Process Reengineering - Conflict and Stress Management during Change -Organizational Learning and Knowledge Management - Managing Workforce Diversity and Inclusion -Employee Motivation during Organizational Change - Digital Transformation and Technology-driven Change -Ethical Issues in Change Management

UNIT V – Contemporary Issues in Change Management and OD (15 Hours)

Organizational Development in Global Business Environment -Change Management in Startups - SMEs -Crisis Management - Organizational Resilience -Sustainable Organizational Development Practices - Managing Change in Remote - Hybrid Workplaces -Corporate Culture - Employee Engagement -Future Trends in Organizational Development -Case Studies in Change Management and Organizational Development

Total Lectures Hour– 60

Course Outcomes (COs)

The students will be able to:

1. Explain the concepts, significance, and processes of change management and organizational development.
2. Analyze different models and approaches to managing organizational change effectively.
3. Apply organizational development interventions to improve employee performance and organizational effectiveness.
4. Evaluate organizational transformation strategies, leadership roles, and employee behavior during change.
5. Assess contemporary challenges and emerging trends in change management and organizational development.

TEXT BOOK(S)

1. Venkataraman C.S, Challenge of Change, Allied Publications, New Delhi 1997, ISBN: 9788170236511
2. Dipek Kumar Bhattacharyya, Organizational Change and Development, Oxford University Press 2011, ISBN: 9780198066460
3. Kavitha Singh, Organizational Change and Development, Excel Books 2010, ISBN: 9788174466891 (
4. Thomas G Cummins and Worley, Organizational development and Change, Cengage Learning. 10th Edition 2014, ISBN: 9781305115897
5. W. Warner Burke, Organizational Change, Sage Publications, 5th Edition 2017, ISBN: 9781506301082

REFERENCES BOOK(S)

1. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi
2. Morgan, Imaginations, Response Books, New Delhi, 2006 ISBN: 9781412939799
3. Riann Singh and Shalini Ramdeo, Leading Organizational Development and Change, Springer 2020, ISBN: 9783030391225
4. Donald L Anderson, Organization Development, Sage Publications, 2nd Edition 2011, ISBN: 9788132108016
5. Jaap Boonstra, Dynamics of Organizational Change and Learning, Wiley Publications 2004, ISBN: 9780470857663

E.RESOURCES

1. <https://www.managementstudyguide.com/change-management.htm>
2. <https://www.geektonight.com/organizational-development>
3. https://www.tutorialspoint.com/organizational_development
4. <https://www.aihr.com/blog/organizational-development>
5. <https://www.khoji.net/books/course.php?id=4815> □



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

Semester: VI-EC-IV BUSINESS ANALYSIS AND VALUATION

Ins. Hrs./Week:4

Course Credit: 3

Course Code: U24BBE64C

UNIT- I Introduction to Business Analysis (10 Hours)

Purpose - Scope of Business Analysis - Stakeholders in Business Valuation - Overview of Valuation Frameworks -Role of Financial Statement Analysis.

UNIT- II Financial Statement Analysis (15 Hours)

Income Statement- Balance Sheet - Cash Flow Analysis - Ratio Analysis - Profitability, Liquidity, Solvency, Efficiency - Common-Size Statement – Comparative Statement- Trend Analysis - Limitations of Financial Analysis.

UNIT-III Accounting Analysis (12Hours)

Assessing Earnings Quality - Identifying Accounting Distortions - Creative Accounting - Adjusting Financial Statements for Analysis - Case Examples on Restating Earnings.

UNIT- IV Strategic and Industry Analysis (13 Hours)

Porter's Five Forces -SWOT - PESTEL Analysis - Value Chain - Competitive Positioning - Linking Strategy to Financial Results.

UNIT- V Business Valuation Applications (10 Hours)

Valuation for M&A- Private Equity - IPOs - Valuation of Startups and high Growth Companies Sensitivity - Scenario Analysis - Group Project - Valuation of Listed Company.

Total Lectures Hours–60

COURSE OUTCOME(S)

The students will be able to

1. Explain the purpose, scope, and stakeholder relevance in business analysis and valuation frameworks.
2. Interpret and analyze financial statements using ratios, common-size, and trend analysis to evaluate company performance.
3. Evaluate accounting quality by identifying distortions and restating financial statements for meaningful interpretation.
4. Apply strategic tools such as Porter's Five Forces, SWOT, and PESTEL to link industry analysis with financial performance.
5. Perform valuation of different types of companies including startups and IPOs using various valuation methods and scenario analysis.

REFERENCEBOOK(S)

1. White, Gerald I., Ashwinpaul C. Sondhi, and Dov Fried. The Analysis and Use of Financial Statements. 3rd ed., Wiley India, 2020. ISBN: 9788126511198.
2. Damodaran, Aswath. Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. 3rd ed., Wiley, 2023. ISBN: 9781118130735.
3. Higgins, Robert C. Analysis for Financial Management. 12th ed., McGraw-Hill Education, 2022. ISBN: 9781264101583.
4. Chandra, Prasanna. Financial Management: Theory and Practice. 10th ed., McGraw-Hill Education, 2022. ISBN: 9789354601361.
5. Khan, M. Y., and P. K. Jain. Financial Management: Text, Problems and Cases. 8th ed., McGraw-Hill Education, 2022. ISBN: 9789353164485

E-RESOURCES

1. <https://www.wallstreetmojo.com/business-valuation>
2. <https://www.investopedia.com/business-valuation>
3. <https://www.corporatefinanceinstitute.com>
4. <https://www.geektonight.com/business-analysis>
5. <https://www.wallstreetprep.com>



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DEPARTMENT OF BUSINESS ADMINISTRATION

BBA

SEMESTER: VI- PCC- QUANTITATIVE APTITUDE

Ins.Hrs./Week:2

Course Credit: 2

Course Code: U24PCBB61

UNIT- I Numerical Computation: (6 Hours)

Applications based on Numbers - Chain Rule- Ratio Proportion

UNIT- II Numerical Estimation–I (7 Hours)

Applications Based on Time and work- Time and Distance

UNIT- III Numerical Estimation–II (5 Hours)

Applications based on Percentages - Profit Loss – Discount -Simple Interest -
Compound Interest Partnerships - Shares and dividends

UNIT- V Data Interpretation (6 Hours)

Data interpretation related to Averages - Mixtures – allegations – Bar charts – Pie charts
- Venn diagrams

UNIT- V Application of Base system (6 Hours)

Clocks (Base24)- Calendars(Base7) - Cutting of Cubes and Cuboids.

Total Lectures Hour–30

COURSE OUTCOME

The students will be able to

1. Apply basic numerical computation skills to solve problems involving numbers, chain rule, ratio and proportion.
2. Solve real-life problems using time and work, and time and distance concepts effectively.
3. Analyze and compute percentage-based problems including profit and loss, simple and compound interest, shares, dividends, and partnership-related applications.
4. Interpret data using averages, mixtures, bar charts, pie charts, and Venn diagrams to draw meaningful inferences.
5. Demonstrate understanding of base systems and solve problems related to clocks, calendars, and geometric transformations of cubes and cuboids.

TEXT BOOK(S)

1. Aggarwal, R. S. Quantitative Aptitude for Competitive Examinations. S. Chand Publishing, 2023. ISBN: 9789352832163.
2. Tyra, Kundan. Magical Book on Quicker Maths. BSC Publishing, 2022. ISBN: 9788190458910.
3. Khattar, Dinesh. Quantitative Aptitude for CAT. Pearson India, 2023. ISBN: 9789356060548.
4. Sarvesh, K. Verma. Quantitative Aptitude for All Competitive Examinations. McGraw-Hill, 2023. ISBN: 9789355324788.
5. AbhijitGuha. Quantitative Aptitude for Competitive Examinations. Tata McGraw-Hill, 2022. ISBN: 9780071074820.

REFERENCE BOOK(S)

1. Monga, R.P. Quantitative Techniques. Sultan Chand & Sons, 2023. ISBN: 9789388616782.
2. Sharma, J.K. Business Statistics. Vikas Publishing, 2022. ISBN: 9789325968890.
3. Kapoor, V.K. Operations Research: Quantitative Techniques for Management. Sultan Chand, 2022. ISBN: 9789351611738.
4. Elhance, D.N., et al. Fundamentals of Statistics. KitabMahal, 2021. ISBN: 9788122312966.
5. Goyal, M.M. Quantitative Methods. SahityaBhawan, 2022. ISBN:9789352535347.

E-RESOURCE(S)

1. <https://nptel.ac.in/courses/110105039>
2. https://swayam.gov.in/nd1_noc20_ma26
3. <https://byjus.com/quantitative-aptitude/>
4. <https://www.tcyonline.com/tests/quantitative-aptitude/100016>
5. <https://www.indiabix.com/aptitude/questions-and-answers/>