



MANONMANIAM SUNDARANAR UNIVERISTY,  
TIRUNELVELI-12

## SYLLABUS

### UG - COURSES – AFFILIATED COLLEGES

Course Structure for BBA  
(Choice Based Credit System)

(with effect from the academic year 2021-2022 onwards )



Semester-V				
Part	Subject Status	Subject Title	Subject Code	Credit
III	CORE - 13	Management Accounting	CMBA51	4
III	CORE - 14	Research Methodology	CMBA52	4
III	CORE - 15	Digital Business Management	CMBA53	4
III	CORE - 16	Financial Services	CMBA54	4
III	Major Elective I	Retail Management Or Services Marketing (CHOOSE ANY ONE)	CEBA51	4
IV	Skill Based Practical-III	Effective Employability Skills- I (Practical Subject)	CSBA51	2
III	Skill Based Subject Common	Personality Development	CCSB51	2
III		Field Study	CMBA5P	2



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

**A. Scheme for internal Assessment:**

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

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

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

The break up for internal assessment shall be:

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

**B. Scheme of External Examination**

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

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

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

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

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

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

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

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

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

➤ **Classification**

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



# MANAGEMENT ACCOUNTING

## Course Objectives:

- To develop an understanding about the scope of financial accounting with understanding the concept of profit maximization in changing and complex business world
- To provide an understanding, importance of different cost control Technique.
- To give knowledge about the analysis of changes in financial position of corporate entity and develop capabilities in solving complex managerial problems as a business manager

## COURSE OUTCOMES:

**CO 1:** Understand concepts of Management accounting and differentiate between various types of Accounting.

**CO 2:** Compare common size and comparative financial statements of different periods

**CO 3:** Discuss importance and limitation of Fund flow and Cash Flow statements and create them for accounting purpose.

**CO 4:** Apply Standard costing technique for controlling cost.

**CO 5:** Describe and Analyze relationships between cost, volume and profit for achieving breakeven point and profit maximization.

## UNIT-1: INTRODUCTION TO MANAGEMENT ACCOUNTING

Meaning, Nature, Scope. Comparison with Financial accounting and cost accounting. Advantages and Limitations of Management accounting , Role of Management Accountant.

## UNIT-II: FINANCIAL STATEMENT ANALYSIS

Meaning, Objectives, Significance & Limitations of Financial Analysis, Comparative financial Statements, Common size financial statements .

Ratio Analysis-Solvency Ratios, Long term Solvency ratios, Turnover Ratios, Investment Analysis ratios

## UNIT-III: PREPARATION OF FUND FLOW STATEMENT & CASH FLOW STATEMENT

Meaning, Significance, Limitations of Fund Flow Analysis & Cash flow Analysis. Preparation of Fund flows statement and Cash flow Statements.

## UNIT-IV: BUDGETING

Meaning , Nature, & Objectives of budgeting - Advantages & Limitations of budgeting. Essentials of effective budget - Methods of Preparation of Master budget, cash budget, flexible budget , Sales budget , production budget and zero based budgeting

## UNIT-V:MARGINAL COSTING AND STANDARD COSTING

Meaning, Objective Advantages & Limitations of Cost Volume Profit Analysis,



Methods, Break-even Chart. Introduction of Standard Costing, Cost Variance analysis- Material & Labour variances  
(Marks: Theory 40% and Problems 60%)

### **TEXT BOOKS:**

1. R. S.N. Pillai & Bhagavati- S, Management Accounting-. S.Chand & Co
2. Dr. S.P. Gupta, Dr .K.L. Gupta, Management Accounting- - Sahitya Bhawan Publications.

### **Reference Books:**

1. Goyal, Shiv N – Manmohan, Principles of Management Accounting – SahityaBhawan Publishers, Agra.
2. Maheswari, S.N., Financial Management and Control- Sulthan chand and Sons, New Delhi
3. Sharma & Gupta, Management Accounting- Kalyani Publishers, New Delhi
4. Management Accounting - Dr. S.N. Maheshwari- Sultan Chand & Sons

### **WEB RESOURCES:**

1. <https://www.prestoexperts.com>
2. <https://www.tutorialspoint.com>
3. <https://www.accounting-simplified.com>
4. <https://www.study.com>

## **RESEARCHMETHODOLOGY**

### **Course Objective:**

- Develop an understanding of Role of Business Research, Process of Research and types of research.
- Explain the mechanism for defining the Research problems and develop Research proposals.
- Develop an understanding of merits and limitations of various research designs, types of data and methods of data collection.

### **COURSE OUTCOMES:**

**CO 1:** Gain the Knowledge & understanding of concept / fundamentals for different types of research.

**CO 2:** Applying relevant research techniques.

**CO 3:** Evaluating relevant data collection techniques and displaying of data collected

**CO 4:** Classifying different techniques of sampling.

**CO 5:** Applying Interpretation and prepare research report.

### **Unit-I: INTRODUCTION**

Research – Meaning – objectives –Importance of research– Features of good research — Types of Research - Problems encountered by researchers in India. Nature and Scope of Business Research – Role of Business Research in decision making. Applications of Business Research



**UNIT-II: RESEARCH DESIGN**

Research process – Steps involved .Research Design: meaning, need, Features of a good design, important concepts relating to research design- different Research designs - Exploratory, Descriptive, Experimental Research Designs

**UNIT-III: DATA COLLECTION AND SAMPLING**

- primary Data - Observation, Questionnaire, Schedule, Interview. Other methods of data collection: Pantry Audit, Consumer panels, mechanical devices, projective techniques, Indepth interviews - Case study method - Secondary data - Documentary Sources. Sampling - Design of Sample – How to select Sample – Types of Sampling.

**UNIT-IV: DATA ANALYSIS**

Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio - Test of sound measurement - Scaling techniques- paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert's Scale – Introduction to Statistical Packages – SPSS, Uses of SPSS – Precaution on using SPSS.

**UNIT- V: RESEARCH REPORTING**

Research Report - types of reports – content of report –Style of Reporting – Steps in Drafting Reports – Qualities of a good report –References -Bibliography – APA Format in writing references and bibliography.

**Text Books:**

1. Rajinder Nargundhkar, Marketing Research- Tata McGraw Hill
2. C.R. Kothari, Research Methodology-New Age International Publishers

**Reference Books:**

1. K.V. Rao, Research Methodology-Sterling Publishers
2. Cooper and Schindler, Business Research Methods-Tata McGraw Hill
3. R.Panneerselvam, Research Methodology-PHI Learning Private Ltd.; New Delhi
4. S.Nakkiran, M.Nazer, Fisseha Girmay; Business Research Methods-Avinash Paperbacks, Delhi

**Web Resources:**

1. <https://ala.org>
2. <http://edutechwiki.unige>
3. <https://www.ijlist.org>
4. <https://www.researchgate.net>

**DIGITAL BUSINESS MANAGEMENT****Course Objective:**

- Provide a good conceptual understanding of digital business and functional areas of E-business.
- Empower the students with knowledge of a list of enabling technologies and methodologies for different business verticals of Digital Business.



- Help the students acquire understanding of important risk areas of E business like Cyber Security, Data Privacy etc.

### **COURSE OUTCOMES:**

CO 1: Identify drivers of digital business

CO 2: Illustrate various approaches and techniques for E-business and management.

CO 3: Develop a thorough understanding of Digital Business Application, Policy Frameworks, Digital Platforms and Market Places.

CO 4: Analysing E-business services

CO 5: Develop skills to formulate digital strategy for Digital Business.

### **UNIT-I:INTRODUCTION TODIGITALBUSINESS**

Introduction, Background and current status, E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy, Drivers of digital business- Big Data & Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things(digitally intelligent machines/services) Opportunities and Challenges in Digital Business,

### **UNIT-II: OVERVIEW OF E-COMMERCE**

E-Commerce- Meaning, Retailing in e-commerce-products and services, consumer behavior, market research and advertisement- B2B-E-commerce:selling and buying in private e-markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, Intra business EC and Corporate portals. Other E-C models and applications.

### **UNIT-III: DIGITAL BUSINESS SUPPORT SERVICES**

e-CRM, e-SCM, ERP as e –business backbone, Knowledge Tope Apps, Information and referral system Application Development-Building Digital business Applications andDigital Business infrastructure

### **UNIT-IV: MANAGING E-BUSINESS**

Managing Knowledge, Management skills for e-business, Managing Risks in e – business. Security Threats to e-business -Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic applications.

### **UNIT-V: DIGITAL BUSINESS STRATEGY**

Digital business strategic formulation- Analysis of Company's Internal and external environment, Selection of strategy, Digital business strategy into Action, challenges and E-Transition. Materializing e-business: From Idea to Realization-Business plan preparation

### **Reference Books:**

1. ArunrajanMishra andWK Sarwade, AtextbookonE-commerce –Eleswhere



- publications
2. Elias M.Awad ,E-commercefromvisiontofulfillment -PHI
  3. Introduction to E-business-Management and Strategy-, Colin Combe-Sagew Publications
  4. EloiseCoupey, DigitalBusinessConcepts and Strategy–Pearson education New Delhi

**WEB RESOURCES:**

1. <https://mooc-list.com>
2. [https:// mygreatlearning.com](https://mygreatlearning.com)
3. <https://ne-np.facebook.com>
4. <https://ezylearn.com.au>

**FINANCIALSERVICES****Course Objectives:**

- To familiarize the students with the financial services industry as the growing phenomenon of Liberalization, Privatizations and Globalizations.
- To impart knowledge about Indian financial system and Indian financial market and its assets.
- To develop knowledge about new and innovative financial services introduced in recent years.

**COURSE OUTCOMES:**

CO 1: Understand the functioning of the financial system & Financial services

CO 2 Apply critical, analytical and integrative thinking while understanding the functioning for the Leasing

CO 3: Utilise factoring, forfaiting and leasing services for their enterprises.

CO 4:. Assess and make wise investments in mutual funds and also get their credit worthiness evaluated for obtaining borrowings/investments.

CO 5: Develop a critical, analytical and integrative thinking of the role played by the regulators in the smooth functioning of the markets.

**UNIT-1: INTRODUCTION**

Financial Services–meaning and types–Fund based financial services and fee based financial services–Introduction to Merchant Banking Services in India–Role and functions of Merchant Bankers.

**UNIT–II: VENTURE CAPITAL AND MUTUAL FUNDS**

Features and types of Venture Capital – Various stages of Venture Capital €Financing - Venture Capital Exit Strategies – Venture capital firms in India – Mutual Funds – Types- structure- NAV- Mutual funds in India

**UNIT–III: LEASING AND FACTORING**

Leasing essentials - Operating and Financial Lease – Advantages and Limitations of Leasing – Leasing Vs hire purchase -Factoring – Parties involved and process of factoring-Functions of a Factor -Different forms of factoring services - Factoring Vs



Bills discounting – Forfaiting- Mechanism of Forfaiting – Factoring VS Forfaiting.

#### **UNIT-IV: CREDIT RATING**

Meaning, types of credit Rating and Need for credit rating- Factors affecting credit Rating-Advantages and Limitations of credit rating- Rating Process and methodology - Credit Rating Agencies in India.

#### **UNIT- V: MERGERSANDACQUISITIONS**

Expansion of business firms- Internal and External expansion. Forms of combinations merger, acquisition and takeover-Reasons for merger -Types of merger-Merger VS Take over -Types of Takeover –Defense strategy against hostile takeover Mergers in India – Recent trends in financial services – Shadow banking-Angel funds- hedge funds.

#### **Text Books:**

1. Bhole, L.M., Financial Institutions and Markets: Structure, Growth and Innovations Tata Mc-Grow Hill. New Delhi:
2. Khan, M.Y., Financial Services – Tata McGraw Hill New Delhi.
3. Gurusamy.S., Merchant Banking and Financial Services, McGraw Hill Educations India
4. VA Avadhani, Financial Services in India, Himalaya Publishing House, Mumbai

#### **WEB RESOURCES:**

1. <https://www.glbimr.org>
2. <https://due.com>
3. <https://www.cipfa.org>
4. <https://corporatefinanceinstitute.com>

## **RETAIL MANAGEMENT**

#### **Course Objectives:**

- To give an overview of the conceptual aspects of retail marketing management.
- To foster the development of the students critical and creative thinking skills
- To prepare students for positions in the retail sector or positions in the retail divisions of consulting companies

#### **COURSE OUTCOMES:**

CO 1: Clarify the concept and related terms in retailing.

CO 2: Comprehend the ways retailers use marketing tools and techniques to interact with their customers.

CO 3: Understand various formats of retail in the industry.

CO 4: Recognize and understand the operations-oriented policies, methods, and procedures

CO 5: Understand how to create a shopping experience that builds customer





### **UNIT-I: Introduction**

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

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

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

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

Store design, layout and Visual merchandising: Concepts and principles – elements– Visualmerchandisingandatmospherics–toolsusedforvisualmerchandising-pricing.

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

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

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

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

### **TEXT BOOKS:**

1. Michall Levy , Barton.AWeitz, Dhruv Grewal, Retailing management – Mc Graw Hill
2. Gibson G. Vedamani – Retail management – functional principles and Practice, Jaico Publishing House, New Delhi

### **REFERENCE BOOKS:**

1. Swapna Pradhan, Retail Managemnt, Mcgraw Hill Education
2. Harjit Singh: Retail Management, S. Chand Publication.
3. Chetan Bajaj , Nidhi.V Srinivasa and Rajneesh Tuli, Retail management – Oxford Higher Education
4. S.K. Baral, A Hand Book of Retail management- AITBS Publishers, India

### **WEB RESOURCES:**

1. <https://classcentral.com>
2. <https://www.skillscommons.org>
3. <https://www.benzinga.com>
4. <https://www.mindluster.com>

## **SERVICES MARKETING**

### **Course Objective:**

- To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.
- It emphasises the distinctive aspects of Services Marketing.



- It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

### **COURSE OUTCOMES:**

CO 1: Understand the Concept of Services and intangible products

CO 2: Discuss the relevance of the services Industry to Industry

CO 3: Examine the characteristics of the services industry and the modus operandi

CO 4: Analyse the role and relevance of Quality in Services

CO 5: Visualise the strategies in the Services sector.

### **UNIT- I:INTRODUCTION**

Introduction – Definition – Evolution and growth of service sector – Nature and Scope of Services – Difference between services and tangible products –Unique characteristics of services – Challenges and issues in Services Marketing.

### **UNIT –II: STPOFSERVICEMARKETING**

Classification of services – Expanded marketing mix –Service marketing – Environment and trends – Assessing Service Market potential - Service market segmentation, targeting and positioning.

### **UNIT–III: SERVICE DESIGN AND DEVELOPMENT**

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

### **UNIT-IV: SERVICE DELIVERY AND PROMOTION**

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service – Integrated Service marketing communication.

### **UNIT-V: SERVICE STRATEGIES**

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics–Educational – Marketing of Online Services– Entertainment & public utility Information technique Services.

### **COURSE OUTCOMES:**

CO 1: To appreciate the challenges faced by services marketing in comparison with the traditional commercial marketing, e-marketing and non commercial environments

CO 2:To appreciate the differences between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing;

CO 3: Recognise the challenges faced in services delivery as outlined in the services gap model.

### **TEXT BOOKS:**



1. Lovelock, C.H , Service Marketing : Prentice Hall, London
2. Jha S.M, Service Marketing : Himalaya Publishing House, New Delhi.
3. R. Srinivasan , Service Marketing : The Indian Context, third edition, (PHI).

**WEB RESOURCES:**

1. [https:// www.mooc-list.com](https://www.mooc-list.com)
2. <https://onlinecourses.nptel.ac.in>
3. <https://ebs.online.hw.ac.uk>
4. <https://www.classcentral.com>

## **EFFECTIVE EMPLOYABILITY SKILLS- 1**

**COURSE OBJECTIVES:**

- To identify the knowledge and skills required for obtaining and keeping employment.
- To emphasize individual skill assessments, interpersonal communication skills, workplace responsibilities, teamwork skills,
- To impart the knowledge and skills for enhancing the career opportunities.

**COURSE OUTCOMES**

CO 1: To help students explore their values and career choices through individual skill assessments.

CO 2: To make realistic employment choices and to identify the steps necessary to achieve a goal.

CO 3: To explore and practice basic communication skills

CO 4: To learn skills for discussing and resolving problems on the work site

CO 5: To assess and improve personal grooming

**UNIT- 1: ENGLISH**

Spotting errors-Fill in the blank Cloze Test-Idioms & Phrases-Synonyms & Antonyms---Rearranging the Sentence – One word substitution- Phrase substitution- jumbled sentences- Double blank sentences- Commonly misspelled words - Comprehensions

**UNIT-II: TEST OF REASONING –I**

Symbols and their relationships- Arithmetical computation – Decision making- verbal and figure classification- Analytical functions -Space visualization- Judgement- Problem Solving- Discrimination

**UNIT-III: TEST OF REASONING –II**

Assigning Artificial Values to Arithmetical Series -Series Completion Test – Visual memory – Observation – Arithmetical reasoning- Relationship concepts- Differences- Analysis\_ Similarities-Analogies



**UNIT -IV: QUANTITATIVE APTITUDE I**

Number System: Decimals and Fractions- Whole numbers- Relationship between numbers- Ratio & Proportion – HCF & LCM- Simplification – Profit & Loss –Time and Work-

**UNIT-V: QUANTITATIVE APTITUDE II**

Average ---Simple Interest---Compound Interest– Time and Distance – Permutations & combinations- Probability- Data interpretation – Data sufficiency

Note: Examination Pattern:

- The Effective employability Skills I Paper is 100 marks (50 Continuous Internal Assessment Marks + 50 End Semester PRACTICAL Examinations marks).
- For Continuous Internal Assessment Examination ONE test is to be conducted with 50 MCOQs.
- For End Semester PRACTICAL Examinations: Seventy five multiple choice objective type questions are to be asked. (with one correct and three incorrect alternatives and no deduction for wrong or un-attempted questions)
- The paper consists of five units. 15 MCOQs are to be asked from each unit.
- The question paper setter is requested to set the questions strictly according to the syllabus.

**COURSE OUTCOMES:**

CO 1: To improve the understanding of English language

CO 2: Critically evaluate various real life situations by resorting to analysis of key issues and factors.

CO 3: Demonstrate various principles involved in solving mathematical problems and thereby reducing the time taken for performing job functions.

**Text Books:**

1. Dr.Lal & Jain,Upkar’s Mental Ability Test --- ,Upkar Prakasan Publications Pvt Ltd –Agra.
2. Dr.Lal & A.K.Singh Quicker Reasoning Test--- -Upkar Prakasan Publications Pvt Ltd –Agra. V.P.Mishra-Objective Arithmetic, New light Publishers, Newdelhi.
3. Dr.K.Alex ,Soft Skills

**E-RESOURCES:**

1. [www.bankersadda.com](http://www.bankersadda.com)
2. [www.gktoday.com](http://www.gktoday.com)[www.jagranjosh.com/bankexams/bank\\_recruitment-study\\_material](http://www.jagranjosh.com/bankexams/bank_recruitment-study_material)
3. [www.affairscloud.com/studymaterial-pdf-download/](http://www.affairscloud.com/studymaterial-pdf-download/)



## **FIELD STUDY**

### **Course Objectives:**

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

The subject aims to give bird's eye view of the functioning of industries / business organizations to students through factory visits or any business reality. Each student should submit a final record at the end of semester about visit on the following items.

1. Industrial Profile
2. Company Profile
3. Organization of facilities in the company / filed (Layout)
4. Unique practices of the company
5. Lessons learned through visits . Field visit can be for about 5 to 7 working days

### **Guidelines for Field Visit**

1. Each Student must be allotted a faculty guide. The HOD may allot the guide by discussing with other faculty members.
2. After completing the field visit 10-12 days may be given for the students to prepare and submit the report
3. The students may do a PPT presentation before the class and all faculties.
4. After completing visit the students may be allowed to submit a report in which they must write about the visit.

## **PERSONALITY DEVELOPMENT**

### **UNIT: I - PERSONALITY**

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

### **UNIT :II- SELF MONITORING**

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



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

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

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

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

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

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

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

### **REFERENCES:**

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

