



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-VI				
Part	Subject Status	Subject Title	Subject Code	Credit
III	CORE - 17	FINANCIAL MANAGEMENT	CMBA61	4
III	CORE - 18	STRATEGIC MANAGEMENT	CMBA62	4
III	CORE - 19	ENTREPRENEURSHIP DEVELOPMENT	CMBA63	4
III	Major Elective II (CHOOSE ANY ONE)	1. TRAINING AND DEVELOPMENT 2. FINANCIAL SERVICES	CEBA61/ CEBA62	4
IV	Skill Based Practical - IV	EFFECTIVE EMPLOYABILITY SKILLS- II (PRACTICAL SUBJECT)		2
IV		MAJOR PROJECT	CMBA6P	4



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



FINANCIAL MANAGEMENT

Course Objective:

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

COURSE OUTCOMES:

CO 1: Apply financial data for use in decision making by applying financial theory to problems faced by business enterprises.

CO 2: Develop knowledge on leverage and cost of capital enabling to arrange funds at minimum cost.

CO 3: Determine and maintain optimal working capital.

CO 4: Apply modern techniques in capital budgeting analysis.

CO 5: Assess the capital structure of the organization and evaluate the profitability condition

Unit-I: INTRODUCTION

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

UNIT-II: WORKING CAPITAL MANAGEMENT AND COST OF CAPITAL

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

Concept of Cost of Capital- Significance of Cost of capital – Measurement of specific costs of capital – Cost of debt – Cost of Equity Share – Cost of Preference Share- Cost of Retained Earning- Measurement of overall cost of capital based on Historical and Market value weights.

UNIT-III: DIVIDEND DECISION

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

UNIT –IV: CAPITAL STRUCTURE DECISIONS

Capital structure-Meaning-Capital structure Vs financial structure-Optimal capital structure- Factors determining capital structure-Capital structure theories – Net income approach - Net-operating income approach-Modigliani and Miller Approach - Arbitrage process-Traditional approach.

UNIT-V: CAPITAL BUDGETING

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

(Marks: Theory 40% and Problems 60%)



TEXTBOOKS:

1. Khan, M. Y. and Jain P. K, Financial Management, Text, Problems & Cases - Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N, Financial Management – Principles & Practice- Sultan Chand & Sons, New Delhi.

REFERENCE BOOKS:

1. Prasanna Chandra, Financial Management, Mc Graw Hill, India Pvt Ltd.
2. Dr. R P Rustogi, Basic Financial Management, Sultan Chand & Sons, New Delhi
3. Pandey, I.M, “Essentials of Financial Management”, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Arthur J. Keown, John D. Martin, J William Petty, David F. Scott, Jr., Financial Management, Pearson Prentice Hall, India

WEB RESOURCES:

1. <https://www.open.edu>
2. <https://onlinecoursereport.com>
3. <https://www.swayamprabha.gov.in/>
4. <https://swayam.gov.in/>

STRATEGIC MANAGEMNT

Course Objective:

- To understand the basic concept and nature of strategic decision making.
- To analyze different types of strategies and integration of strategic plans with business plans.
- To familiarize among students the concept of strategic analysis, its alternative strategies and implementation concepts

COURSE OUTCOMES:

CO1: understand growing importance of strategies in uncertain business environment.

CO 2: Understand the basic concept of business strategy

CO 3: Identify and evaluate different alternative strategies for effective decision making
CO 4: Analyze strategy implementation alternatives for effective decision making

CO 5: Illustrate the strategic requirements and correlation between business plans with strategic plans

UNIT-I: INTRODUCTION

Strategic Management: Concepts – Difference between strategy and tactics – Three levels of strategy, Strategic Management Process – Benefits.

UNIT-II: STRATEGY FORMULATION

Strategic Formulation: Corporate Mission: Need –Formulation, Objectives:



Classification-Guidelines, Goals: Features- Types, Environmental Scanning- Need- Approaches- SWOT analysis – ETOP –Value chain analysis.

UNIT-III: CORPORATE PORTFOLIO ANALYSIS

Choice of strategy: BCG matrix – The GE nine cell planning grid – Corporate level generic strategies: Stability, Expansion, Retrenchment, Combination strategies.

UNIT-IV: STRATEGY IMPLEMENTATION

Strategic Implementation: Role of top management – Process-Approaches, Resource allocation – Factors - Approaches, Mckinsey's 7's framework, Strategic Positioning – Four routes to competitive advantage.

UNIT-V: STRATEGY EVALUATION

Strategic Evaluation: Importance – Criteria-Quantitative and Qualitative factors, Strategic control: Process – Criteria - Types, Essential features of effective evaluation and control systems.

TEXT BOOKS

1. Francis Cherunilam, Business Policy & Strategic Management text and cases - Himalaya Publishing House, Mumbai
2. L.M Prasad, Business policy and strategic management – Sultan Chand & Sons.

REFERENCE BOOKS:

1. P.K. Ghosh ,Business Policy –
2. Vipin Gupta, Kamala , Gollakota and R.Srinivasan, Business policy and StrategicManagement Concepts and applications- PHI, New Delhi.
3. Subbarao, Strategic Management , Himalaya Publication
4. Azhar Kazmi and Adela Kazmi, Strategic Managemnt,Mcgrew Hill Education

WEB RESOURCES:

1. <https://pll.harvard.edu>
2. <https://www.mooc-list.com>
3. <https://mygreatlearning.com>
4. <https://www.alison.com/>

ENTREPRENEURSHIP DEVELOPMENT

Course Objective:

- To simulate the real life activities of entrepreneurs in the startup age of a new venture.
- To provide the skills to start and build enterprise, implement it successfully
- To inculcate skills to manage the transition of a start up to a full fledged business entity.



COURSE OUTCOMES:

CO 1: List the characteristics of an entrepreneur, entrepreneur as well their role in the economic development of the country

CO 2: Explain the entrepreneurial environmental factors

CO 3: Design business plan

CO4: Raise funds and avail assistance through various funding and support agencies for their finance

CO 5: Identify the factors influencing rise of small and medium enterprises.

UNIT -I: INTRODUCTION

Definition of Entrepreneurship – Concept of Entrepreneurship –Role of entrepreneurs in economic development-Entrepreneur Vs. Intrapreneur - Characteristics of a successful Entrepreneur – Functions of an entrepreneur -Types of entrepreneurs – Factors influencing entrepreneurial growth- Entrepreneurial challenges – E-entrepreneurship.

UNIT - II: ENTREPRENEURALENVIRONMENT

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

UNIT-III: BUSINESS PLAN PREPARATION

Defining Business Idea – Idea generating techniques- Identification of business opportunities-Business plan- Perspectives in business plan preparation- Elements of business planBusiness plan failures.

UNIT-IV: FINANCING OFSMALL BUSINESS

Financing Options - Bridge capital, Seed capital assistance, Margin money scheme, Sickness, Causes - Remedies-An overview on the roles of institutions/ schemes in entrepreneurial development-Commercial banks, IDBI, ICICI, SIDBI, SFCs - Role of Central Government and State Government in promoting Entrepreneurship - Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Micro Small and Medium Enterprises(MSME), National Entrepreneurship Development Board (NEDB), Entrepreneurship development institute of India (EDII), National Institute for Entrepreneurship and Small Business Development(NIESBUD)

UNIT-V: MANAGEMENT OF SMALL BUSINESS

Small Scale Industries – introduction – types – objectives – Role of small business enterprises – establishing a small scale enterprise –Organization structure for small scale industries – ownership pattern – the start-up process-growth -problems – success stories.

Text Books:

1. Vasant Desai, Dynamics of Entrepreneurial Development and Management,



- Himalaya publishing house, Mumbai,
2. S.S.Khanka, Entrepreneurial Development, S.Chand & Company Ltd, New Delhi
 3. Kumar, Arya, "Entrepreneurship", Pearson, New Delhi.

REFERENCE BOOKS:

1. Gopal, V.P. Nanda), Entrepreneurial Development - Vikas Publishing, New Delhi.
2. Vasant Desai, Dynamics of Entrepreneurial Development & Management - Himalaya Publishing House.
3. E. Gordon, & K. Natarajan, Entrepreneurship Development; Himalaya Publishing House; Mumbai
4. Jayashree Suresh, Entrepreneurial Development - Margham Publications, Chennai

WEB RESOURCES:

1. <https://courses.lumenlearning.com>
2. <http://www.rroj.com>
3. <https://www.businessstudynotes.com>
4. <https://msme.gov.in/all-schemes>

TRAINING AND DEVELOPMENT

Course Objectives:

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

COURSE OUTCOMES:

CO1: To develop an understanding of the evolution of training & development from a tactical to a strategic function.

CO2: To provide an insight into what motivates adults to learn and the most appropriate methodologies to impart training

CO3: To understand the concept of training audit & training evaluation

CO4: To learn how design a training module and execute it

CO5: To understand the need for and concept of Performance Management

UNIT-I: LEARNING

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

UNIT-II: TRAINING

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

UNIT-III: METHODS OF TRAINING



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

UNIT-IV: DESIGNING AND CONDUCTING TRAINING AND DEVELOPMENT PROGRAMMES

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

UNIT-V: EVALUATION OF TRAINING AND DEVELOPMENT PROGRAMME

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

TEXT BOOKS:

1. Lynton R Pareek, U, Training for Development, Vistaar, New Delhi.
2. Peppar, Allan D, Managing the Training and Development Function, Gower, Aldershot
3. Buckley, R., & Caple, J The theory and practice of Training (5th ed.) London and Sterling,

WEB RESOURCES:

1. <https://inlibnet.ac.in>
2. <https://onlinecourses.nptel.ac.in>
3. <https://nsdcindia.org>
4. <https://managementhelp.org>

FINANCIAL SERVICES

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.

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: MERGERS AND ACQUISITIONS

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>

EFFECTIVE EMPLOYABILITY SKILLS- II

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.

UNIT -I: GENERAL AWARENESS- I

India and its neighboring countries especially pertaining to History, culture, geographic, economic Scene, General Policy & Scientific Research- Government schemes and policies – Banking and Insurance awareness – Financial awareness

UNIT-II: GENERAL AWARENESS- II

Current affairs -- Books and Authors – Sports - Important days in a year – Abbreviations- Portfolio – People in news

UNIT-III: Numerical ability -III

UNIT – IV: COMPUTER PROFICIENCY TEST -II

Computer Fundamentals – Computer Hardware- Computer software- Memory- Key board shortcuts- Computer Abbreviations- Microsoft Office – Networking –Internet.

UNIT -V: INTERVIEW SKILLS

Resume writing – Meaning – Features of a good resume, Model (Exercise) . Key Skills to attend the Interview, Answering interview Questions, Handling Tricks situations.

Note: Examination Pattern:

- The Effective employability Skills II Paper is 100 marks (25 Continuous Internal Assessment Marks + 75 End Semester External University Examinations marks).
- For Continuous Internal Assessment Examinations: three tests are to be conducted with 25 MCOQs. The best two test marks are considered for awarding internal marks.
- For External University Examinations, Seventy five multiple choice 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.

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.
3. V.P.Mishra-Objective Arithmetic, New light Publishers, Newdelhi.
4. Dr.K.Alex ,Soft Skills

WEB RESOURCES:

1. www.bankersadda.com,
2. www.gktoday.comwww.jagranjosh.com/bankexams/bank_recruitment-study_material
3. www.affairsclooud.com/studymaterial-pdf-download/



MAJOR PROJECT

Course Objectives:

Major Project is expected provide students with an opportunity to apply their class room learning to a real life business situation. The Project work can be done either individually or by a group not exceeding two students. Under the supervision and guidance of the teachers of the Department. The topics shall either be allotted by the supervising teacher or be selected by the students in consultation with the supervising teacher.

The project work shall have the following stages:

- a. Project proposal presentation and literature review
- b. Field work and data analysis
- c. Report writing and draft report presentation
- d. Final report submission

The report shall be printed and flexi paper binding with around 50 A4 size pages. The layouts:

Font: Times New Roman

Font: Size: 12

Line Spacing: 1.5

Margin: Left- 1.5; Right-1; Top-1; Bottom-1

The project report should be submitted to the Department at least 15 days before the last working day of the sixth semester. The candidate shall prepare three copies of the report: two copies for submission to the Department and one copy for the student to bring at the time of viva-voce.

Structure of the Report

1. Title Pages
2. Certificate of the supervising Teacher with signature
3. Contents
4. List of Tables, Figures etc.
5. Chapter 1- Introduction, Review of literature, Statement of the problem, Need and Significance of the study, Objectives of the study, Research Methodology (Sample, Data sources, Tools of analysis etc.), Limitations of the study, Presentation of the study (3-5pages)
6. Chapter II – Theoretical Back Ground (3-5pages)
7. Chapter III – Data Analysis and Interpretation (10-15pages)
8. Chapter IV – Summary of Findings, Conclusion and Suggestions
9. Appendix: Questionnaire, Specimen copies of forms, other exhibits
10. Bibliography (Books, journal articles, website etc. used for the project work) (Written based on APA format)

Evaluation of the Report

1. A Board of two examiners appointed by the University shall evaluate the report.
2. A Viva voce based on the project report shall be conducted individually by the Board of Examiners.
3. The total credits for Project work is 6.
4. The Maximum Marks for evaluation of the report shall be 100 distributed among the following components,
 - i. Statement of the problem
 - ii. Objectives of the study
 - iii. Review of literature
 - iv. Methodology
 - v. Analysis and Interpretation
 - vi. Presentation of the report
 - vii. Findings and suggestions
 - viii. Bibliography
 - ix. Viva-Voce

