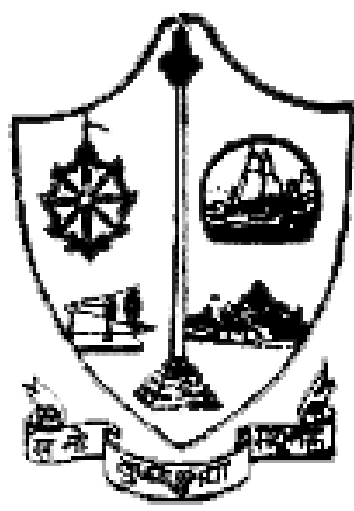


REGULATIONS & SYLLABUS

**2-Year Master of Business Administration (M.B.A) Course
(Effective from the Academic Year 2016-17)**

CHOICE BASED CREDIT SYSTEM (CBCS)



S.C.S. (AUTONOMOUS) COLLEGE, PURI

(Approved by AICTE, & Affiliated to Utkal University)

Regulations & Syllabus

**Degree of 2-Year Master of Business Administration (M.B.A) Course
(Effective from the Academic year 2016-17)**

Website: www.scscollege.nic.in

PH - 06752-222310

CHOICE BASED CREDIT SYSTEM (CBCS)

1. Eligibility:

- 1.1 Bachelor Degree in Commerce / Arts / Science / Business Administration / Engineering / Pharmacy or Equivalent from a University and eligibility criterion notified by AICTE or competent authority regulating Higher Education from time to time.
- 1.2 Any student who has passed Diploma in Office Management from State Council of Vocational and Technical Education established by Government.
- 1.3 And such degree or eligibility criterion as determined by the Government from time to time.

2. Duration:

- 2.1 Two years of four semesters in toto.
- 2.2 Odd semester is from June to December (i.e., 1st & 3rd semester). The examination shall be held in tentatively in the month of December.
- 2.3 Even semester is from January to May (i.e., 2nd & 4th semester). The examination shall be held in tentatively in the month of June.
- 2.4 A student would be required to complete the course within Five academic years from the date of admission.

3. Classes:

- 3.1 4 Credit Points: - 40 hours,
- 3.2 2 Credit Points: - 20 hours

4. Grading System:

4.1	Grade		Mark Secured from 100	Points
	Outstanding	'O'	100-90	10
	Excellent	'A+'	89-80	9
	Very Good	'A'	79-70	8
	Good	'B'	69-60	7
	Fair	'C'	59-50	6
	Pass	'D'	49-40	5
	Failed	'F'	Below 40	0

- 4.2 A Candidate has to secure Grade -D or above to pass in each of the Papers
- 4.3 A transitory letter grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete.
- 4.4 A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:
SGPA Semester Grade Point Average
CGPA Cumulative Grade Point Average
 - (a) POINT Integer equivalent of each letter grade
 - (b) CREDIT Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.

$$\text{CREDIT POINT} = (\text{b}) \times (\text{a}) \text{ for each course item}$$
$$\text{CREDIT INDEX} = \sum \text{CREDIT POINT of course items in}$$
$$\text{GRADE POINT AVERAGE} = \frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$$

$$\text{SEMESTER GRADE POINT AVERAGE (SGPA)} = \frac{\text{CREDIT INDEX for a Semester}}{\sum \text{CREDIT}}$$

$$\text{CUMULATIVE GRADE POINT AVERAGE (CGPA)} = \frac{\text{CREDIT INDEX of all previous Semester upto a Semester}}{\sum \text{CREDIT}}$$

4.5 In addition to the points 'marks / percentage would also be awarded and shall also be reflected in the Mark Sheet.

5. Choice Based Credit System:

5.1. 'Credit' defines the quantum of contents / syllabus prescribed for a course and determines the number of hours of instruction required. The distinguishing features of CBCS are the following: It permits the students to:

- learn at their own pace
- Choose electives from a wide range of elective courses offered by the departments of the colleges affiliated to the University
- undergo additional courses and acquire more than the required number of credits
- adopt an inter - disciplinary approach in learning

6. Question Pattern & Evaluation:

- 6.1. There shall be five numbers of questions with alternative representing all units, and all are compulsory.
- 6.2. The Internal Assignment / Written Assessment questions shall be prepared by Internal Subject teacher.

7. Evaluation of Theory Papers, Internal Assignment, and Lab Practical:

- 7.1. There shall be Core, Elective Core, Allied and Audit Courses.
- 7.2. The performance of a candidate in a theory subject shall be evaluated on 100 marks basis, out of which there shall be 70 marks theory to be evaluated by the external examiners, and 15 marks each towards Internal Unit Wise Assignment and one Internal Written Test.
- 7.3. The duration of the semester Internal and theory examinations shall be one hour and three hours respectively.
- 7.4. One Internal Written Examination at the mid of the semester carrying 15 marks, five assignments in each unit carrying 03 marks each. The subject teacher shall evaluate the internal examination papers and assignments and shall forward marks to the Controller of Examinations.
- 7.5. The performance of a candidate in lab or practical subject shall be evaluated by the Internal Examiner from within the department and another External Subject Expert from academics or industry. The External Examiner shall assign the problem (Question (s)) on the scheduled timing inside the lab to the examinees. The examinees shall write the questions / problems in the supplied answer sheets, and solve the assignment by using Computer, and shall only write the output in the supplied answer sheet. The Internal and External Examiner shall separately evaluate the answer sheet containing questions / problems, and the output, and

finally conduct the viva voce jointly. The average marks awarded by the Internal and External Examiner shall be final. The answer scripts shall be sent to the Controller of Examinations for record.

- 7.6. In the event a candidate fails to appear either internal examination or assignments, but has passed both in theory and internal test or assignments, he / she shall be declared passed. He / she shall not be allowed to appear the internal examination or to submit assignments in the succeeding semester examination.

8. Summer Training & Dissertation:

8.1. Each student has to undergo a Summer Internship Training in a business or service concern organization for duration of 6 to 8 weeks on completion of the 1st year studies. On completion of the training he/she has to prepare a Project Report and submit the same to the Department during the 3rd Semester. The project study report shall carry 70 marks, and viva voce will carry 30 marks. Each student will be required to appear viva voce test before a committee consisting of one external examiner (Academics / Industry), and one internal examiner from the department for evaluation. The Internal and External Examiner shall separately evaluate the Project Report and conduct the viva voce jointly. The average marks awarded by the Internal and External Examiner in the Project Report and Viva Voce shall be final. A copy of the Project Report shall be sent to the Controller of Examinations for record.

8.2. Each student has to write a dissertation paper on a subject of interest from the electives chosen by him/her in consultation with a faculty of the department focusing on an organization. He / she shall register the topic with the department in the beginning of the 4th Semester and shall undertake the project work under the guidance of the project guide. The project shall not be carried out more than three. The candidates must complete the project work within a period of four weeks and submit the dissertation paper to the department for evaluation. Each student will be required to appear viva voce test before a committee consisting of one external examiner (Academics / Industry), and one internal examiner from the department for evaluation. The Internal and External Examiner shall separately evaluate the Project Report and conduct the viva voce jointly. The average marks awarded by the Internal and External Examiner in the Project Report and Viva Voce shall be final. A copy of the Project Report shall be sent to the Controller of Examinations for record.

9. Choice of Specialization:

- 9.1. A subject under a Specialization Group will be allowed in case it is opted by not less than 10 students.
- 9.2. In the event, less than 10 students opts one particular subject in a Specialization group, the decision of the Head of the Department is final.

10. Audit Course:

- 10.1. Each Audit Course shall carry 2 Credits.
- 10.2. A student is entitled to opt not more than two Audit Course to add on credit during 2nd, 3rd and 4th Semester provided he / she opt and go through the examination process.
- 10.3. The Controller of Examinations shall notify seeking options from the students at the beginning of 2nd, 3rd and 4th Semester.

- 10.4. Notwithstanding the provisions made herein, shall be binding to the College or Department to entertain or conduct in the event the options received from more than 05 students.

11. Repeat and Improvement:

- 11.1 A student has to clear back papers (i.e., in the paper / papers one has failed) by appearing at subsequent three semester examinations.
- 11.2 A student may appear improvement in any paper / papers in the immediate subsequent examination. Only one chance can be availed. The higher mark of the two chances (i.e., first and the improvement) shall be valid. However, there is no provision for improvement in either Internal Assignment / Examination.

12 Skipping (of Subjects) Rule for Award of Degree:

- 12.1 A candidate is entitled to skip one Theory Paper from any semester excluding Summer Training and Dissertation Paper to pass in the event he / she has accumulated more credits beyond the minimum in a category and intends to skip (in which he / she has failed or not appeared). The Controller of Examination shall invite in the form of a notice inviting applications from the candidates through the Head of the Department after completion of the final semester examinations and provisional results drawn, but not approved or notified.
- 12.2 A candidate so chosen to skip shall not appear in the Grade Sheet issued by the College / University.
- 12.3 A candidate will also be entitled for Credit Points for the paper skipped proportionately as per rule.

13 Hard Case Rule:

- 12.1 1% of grace mark on the aggregate mark in single paper taking aggregate, not exceeding to 05 in a subject shall be given. This shall be applicable in each semester.

14. Disqualification for Award of Degree:

- 14.1 Students who have been convicted by any cognizable offence (s) shall be debarred from receiving degrees.

MBA COURSE STRUCTURE:-

Paper Code	Paper Name	Credit Point	Marks Distribution			
			Th	L/P	Int.Th VV/ As	Cat
First Semester:						
M01	Management Concept and Practices	4	70	--	30	C
M02	Organizational Behavior	4	70	--	30	C
M03	Quantitative Methods for Management	4	70	--	30	C
M04	Business & Economic Environment	4	70	--	30	C
M05	Managerial Communication Skills	4	70	--	30	C
M06	Financial Accounting	4	70	--	30	C
M07	Business Regulatory Frame Work	4	70	--	30	C
M08	Computer Applications in Management "Or"	4	50	30	20	AC
M08	E Commerce	4	50	30	20	AC
Second Semester:						
M09	Human Resources Management	4	70	--	30	C
M10	Marketing Management	4	70	--	30	C
M11	Financial Management	4	70	--	30	C
M12	Production & Operation Management	4	70	--	30	C
M13	Cost & Management Accounting	4	70	--	30	C
M14	Banking & Insurance Management	4	70	--	30	C
M15	Research Methodology	4	70	--	30	C
M16	Entrepreneurship Development "Or"	4	70	--	30	AC
M16	Agri-Business	4	70	--	30	AC
Third Semester:						
M17	Managerial Economics	4	70	--	30	C
M18	International Business	4	70	--	30	C
M19	Corporate & Tax Laws	4	70	--	30	C
M20	Specialization –I-1	4	70	--	30	EC
M21	Specialization-I-2	4	70	--	30	EC
M22	Specialization-II-1	4	70	--	30	EC
M23	Specialization-II-2	4	70	--	30	EC
M24	Summer Internship Programme	4	70	--	30	C
(Choose the 1 st and 2 nd papers from any two specialization group as I & II from A to VII as noted in the Dual specialization table)						
Fourth Semester:						
M25	Business Policy & Strategic Management	4	70	--	30	C
M26	Business Ethics & Corporate Governance	4	70	--	30	C
M27	Management Information System	4	70	--	30	C

Specialization- I						
M28	The Candidate has to opt the next Two papers from the Specialization-I Group selected in the IIIrd Semester as 3 & 4.	4	70	--	30	EC
M29		4	70	--	30	EC
Specialization –II						
M30	The Candidate has to opt the next two Papers from the specialization-II Group selected in the III rd Semester as 3 & 4.	4	70	--	30	EC
M31		4	70	--	30	EC
M32	Dissertation Report & Viva-voce.	4	70		30 V.V	C

MBA (Fourth Semester) Special Papers

Paper Code	Paper Name	Credit Point	Marks Distribution			
			Th.	L/P	Int.Th VV/As	Cat
Human Resources Management (Group-I)						
M-HRM-1	Human Resources Planning & Development	4	70	--	30	EC
M-HRM-2	Legal Framework Governing Human Relations	4	70	--	30	EC
M-HRM-3	Management of Training & Development	4	70	--	30	EC
M-HRM-4	International Human Resource Management	4	70	--	30	EC
M-HRM-5	Compensation Management	4	70	--	30	EC
M-HRM-6	Corporate Social Responsibility	4	70	--	30	EC
Financial Management (Group-II)						
M-FM-1	Financial Markets & Institution	4	70	--	30	EC
M-FM-2	Security Analysis & Portfolio Management	4	70	--	30	EC
M-FM-3	Merchant Banking & Financial Services	4	70	--	30	EC
M-FM-4	International Finance	4	70	--	30	EC
M-FM-5	Financial Derivatives	4	70	--	30	EC
M-FM-6	Mutual Fund & Commodity Market	4	70	--	30	EC
Marketing Management (Group-III)						
M-MM-1	Consumer Behaviour	4	70	--	30	EC
M-MM-2	Advertising & Promotion Management	4	70	--	30	EC
M-MM-3	Sales & Distribution Management	4	70	--	30	EC
M-MM-4	Product & Brand Management	4	70	--	30	EC
M-MM-5	Retail Management	4	70	--	30	EC
M-MM-6	Customer Relationship Management	4	70	--	30	EC
Information Technology Management (Group-IV)						
M-IT-1	DBMS & RDBMS	4	40	30	30	EC
M-IT-2	Internet Technology	4	40	30	30	EC
M-IT-3	Computer Aided Management	4	40	30	30	EC
M-IT-4	Internet Marketing	4	40	30	30	EC
M-IT-5	Enterprise Resources Planning	4	40	30	30	EC
M-IT-6	Information Security & Cyber Law	4	40	30	30	EC

Entrepreneurship Management (Group-V)						
M-EM-1	Financing Small Business	4	70	--	30	EC
M-EM-2	New Entrepreneurship Management	4	70	--	30	EC
M-EM-3	Entrepreneurship for Small Business	4	70	--	30	EC
M-EM-4	Export Import Producing Business	4	70	--	30	EC
M-EM-5	Public Private Partnership	4	70	--	30	EC
M-EM-6	Project Management	4	70	--	30	EC
Banking & Insurance Management (Group VI)						
M-BIM-1	Principles & Practices of Banking	4	70	--	30	EC
M-BIM-2	Principles & Practices of Risk Management	4	70	--	30	EC
M-BIM-3	Banking Laws	4	70	--	30	EC
M-BIM-4	Insurance laws	4	70	--	30	EC
M-BIM-5	Claims Management	4	70	--	30	EC
M-BIM-6	Regulatory Framework in Financial Sector					
Corporate Communication (Group VII)						
M-BCC-1	Communication and Business Communication	4	70	--	30	EC
M-BCC-2	PR and Corporate Communication	4	70	--	30	EC
M-BCC-3	Print and Electronic Media	4	70	--	30	EC
M-BCC-4	Information Technology and Cyber Journalism	4	70	--	30	EC
M-BCC-5	Advertising and Marketing	4	70	--	30	EC
M-BCC-6	Reporting and Editing – Theory and Process					EC

AUDIT COURSES:

M-F/AC-1	Community Development (Rural & Urban)	2	70	--	30	AU
M-F/AC-2	Rural Marketing	2	70	--	30	AU
M-F/AC-3	Accounting for Small Business Organizations	2	70	--	30	AU
M-F/AC-4	Capital Market Instruments	2	70	--	30	AU
M-F/AC-5	Tourism & Travel Trade	2	70	--	30	AU
M-F/AC-6	Managerial Counseling	2	70	--	30	AU

Abbreviations:

Cat: Category,

C: Core Papers,

EC: Elective Core Papers,

AC: Allied Course Papers,

AU: Audit Courses.

Th: The theory component of the concerned paper shall be examined by the External Examiner.

L/P: The laboratory / Practical component of the concerned paper shall be examined by the Internal & External Examiners together.

Int.Th: The Internal theory component of the concerned paper shall be examined internally by the concerned internal teacher as Examiner.

Int As: The Internal Assignment components of the concerned paper shall be examined internally by the concerned internal teacher as Examiner.

VV: Viva Voce to be conducted by the Committee.

MBA 1ST SEMESTER
PAPER-1(M-01)
MANAGEMENT CONCEPTS AND PRACTICES

- Unit-1** Management : Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management (Scientific Management-Taylor, Modern Approach- Fayol, Human Relations Approach- Mayo)
- Unit-2** Planning: Concept, Process, Type Importance; Decision making: types of Decision, Process of decision making.
- Unit-3** Organizing: Principles of Organization: structure & Types of Organization; Departmentation; Decentralisation, Delegation, Span of management, Line & Staff Organization, Matrix Organization.
- Unit-4** Coordination and Controlling: Principle of coordination –Process of Coordination, Controlling – Tools and Techniques, -MBO
- Unit-5** Contemporary Issues: Recent Trends and Challenges, -Role of Managers in Changing environment, Contemporary Organizational Structure, Trends in Management, Challenges in today’s global environment and competitiveness.

References

1. Essentials of Management- Koontz, O’Donnell & Weihrich (Tata McGraw)-Reading in Management Peter Ducker
2. Management- Robbins & Coulter (Pearson)
3. Principles of Management- Stoner & Freeman
4. Principles of Management –Chandra Bose (PH)
5. Management Process and organization P.S. Bajaj, V S P Rao (Excel Books)
6. Principles and Practices of Management, L. M. Prasad
7. Management Principles and Guidance, Duening, Ivanuvaich (Biztantra)

Paper-2(M-02)
ORGANISATIONAL BEHAVIOUR

- Unit- 1** The Study of Organizational Behaviour: Key elements and Importance, Nature, Scope and Development, OB Models of Man.
- Unit- 2** Personality: Determinants of Personality, Theories of personality. Individual Difference, Matching personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and OB.
- Unit- 3** Learning and Behaviour Modification: Learning process, Theories of Learning, Attitude, Characteristics and Components of Attitude, Attitude and Behaviour, Attitude, Formation, Measurement of Attitude.
- Unit- 4** Motivation: Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y , Two Factor Theory, E R G Model, Limitations and Criticisms of Motivation Theories.

Unit- 5 Leadership: Importance, Functions, Style, Theories of Leadership, Types
Communication: Importance of communication, communication Process, Barriers to
Communication, Steps for improving Communication, Transactional Analysis

Reference

1. Stephen P Robbins- Organization Behaviour, (PHI)
2. L.M, Prasad- Organizational Behaviour, (Sultan Chand)
3. R.Aswhappa- Organizational Behaviour, Himalaya Pub.House
4. Michael, V.P.;Organisational Behaviour & Managerial Effectiveness (S.Chand)
5. S.S.Khanka- Organisational Behaviour (S.Chand)
6. Rao and Narayan- Organizational Behaviour (Konark Publication)
7. Sekhjaran Uma- Organizational Behaviour (Tata Mcgraw Hills)
8. Uday Pareek- Understanding Organizational Behaviour (Oxford)

Paper-3(M-03)
QUANTITATIVE METHODS FOR MANAGEMENT

Unit-1 Meaning and Classification of Quantitative techniques, Statistics: Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data, Characteristics of Frequency Distributions, Measures of Central Tendency, Partition Values, Measures of Dispersion, measures of skewness measures of kurtosis.

Unit-2 Permutation and Combination, Probability: Concepts, Sample Space, Rules of Probability, Independent Events, Bayes' Rule, Random Variable, Simple-Correlation and Regression analysis.

Unit-3 Matrices and Determinants, Functions.

Unit-4 Time Series: Analysis and its Components, Measurement of Secular Trend, Measurement of Seasonal Variation, Forecasting with Moving Average

Unit-5 Linear Programming, formulation and Graphical Solution, Transportation problems and Solutions by North-West Corner rule, Least Cost method and Vogel's approximation method, Optimum Solution by MODI method, Assignment Problem and its solution.

Reference

1. Gupta & Khanna – Quantitative Techniques for Decision Making (Prentice Hall of India)
2. Statistical Methods. S.P.Gupta,(S.Chand& Co.)
3. Mathematics and Statistics, N.K.Nag, (Kalyani Publish)
4. Quantitative Techniques, C.R.Kothari, (Vikash)
5. Statistics for Management, Levin &Rubin (Pearson)
6. S.C.Gupta: Fundamentals of Statistics -HPH

Paper-4 (M-04)
BUSINESS AND ECONOMIC ENVIRONMENT

- Unit – 1:** Business Environment & Strategic Management, Internal Environment, External Environment, Political & Business Society, Social Responsibility of Business, consumerism.
- Unit - 2:** Economic Roles of Government: Monetary and Fiscal Policy, New Industrial Policy of 1991, Industrial Sickness.
- Unit - 3:** MRTP Act, GATT & WTO, Labour welfare and Social Security.
- Unit - 4:** Financial Environment: Financial Institution, RBI, Stock Exchange, Non Banking Financial Corporation.
- Unit - 5:** Industrial Development Strategy and Growth under Indian Planning, Commodity Exchange and its Regulation, Price and Distribution Control.

Reference

1. Business Environment and government- Francis, Cherunillam, HPH
2. Economic Environment of Business – Adhikary M., Sultan Chand
3. Business Environment – Agrawal & Diwan, Excel
4. International Business Environment and Operations, Daniel, Pearson
5. Business Policy and Environment, Michael V. P., Sultan Chand

Paper-5 (M-05)
MANAGERIAL COMMUNICATION SKILLS AND DEVELOPMENT

- Unit-1:** Introduction to official Documentation and Business Communication, Basic Concepts of Business Communication, Principles of Good Writing, Format and Types of Business Letter.
- Unit-2:** Business Etiquettes and Executive Manners, Etiquette in office, Meetings, Seminars and Conferences, How to dress up according to the occasion, Dress Code, table manners, dining etiquettes.
- Unit-3:** Succeeding in Job Interviews, Writing a C.V. and Cover Letter, JOB INTERVIEWS, Over-coming Common Mistakes in Interview, Confidence Building; Benefits of Etiquette, Interview Etiquette, Telephone Interview Etiquette, Professional Etiquette; Body Language introduction, Voluntary and Involuntary Body language, Parts of Body Language, Body language in building interpersonal relations and IR. Types of Body Language, Gender difference.
- Unit-4:** Group Discussion: Basic concepts of: Group Discussion, Types of Group Discussion, Preparation for Group Discussion, Process of Group Discussion, Category of Topics in group Discussion, What is observed in group Discussion. Critical Success Factors in Group Discussion, Overcoming Mistakes in Group Discussion.
- Unit-5:** Managerial Communication (Written)
- Lab:** Official Letter, Memos, Notice, Circular, Letter Relating to Personnel Department. Correspondence with Banks, E-Mails, Fax, Correspondence With Media, Drafting of Advertisements, Report Writing.

Suggested Readings:

1. Business Communication Today- Bovee, Thill Schwartzman, Pearson Education.
2. Business Communication Concepts, Cases and Applications-P.D Chaturvedi ,Mukesh Chaturvedi .
3. Communication for Business shirley Taylor, 3rd Edition, Pearson Education
4. Letitia Baldrige's New Complete guide to Executive Manners.
5. Business and Management chronicle Jan 2006
6. Kaul-Business communication (PHI)
7. Raman Singh- Business communication

Paper-6 (M-06)
FINANCIAL ACCOUNTING

- Unit- 1:** Accounting:- The Language of Business; Accounting: An Information System Users of Accounting information; Branches of Accounting; Financial Accounting Generally Accepted Accounting Principles; The Accounting Equations; Financial Statements.
- Unit- 2:** Recording Business Transaction: Classification of Accounts; The Double Entry System; Journal and ledger; process of Recording; Cash and Bank; Bank Reconciliation Statement.
- Unit- 3:** Preparation of Trial Balance, Errors and rectification, Depreciation.
- Unit- 4:** Preparation of Financial Statements: Profit & Loss Account, Balance sheet, Accounting Standards and Funds flow statement.
- Unit-5:** Analysis and Interpretation of Financial Statements, Financial Ratios.

Reference

1. Narayanaswamy-Financial Accounting: A Managerial Perspective (2nd Edn) PHI
2. Bhattacharya- Financial Accounting for Business Managers - PHI
3. Meigs & Meigs Accountiing; The Basic for Business Decisions (McGraw Hill) Source and Negotiated Source,
4. Bhattacharya and Deaden- Accounting for Management, Text
5. Jawahartal and Srivastava - Financial Accounting (S. Chand)
6. Ashok Banerjee – Financial Accounting (Excel Books)

Paper-7 (M-07)
BUSINESS REGULATORY FRAME WORK

- Unit-1:** Law of contract: Nature of Contract, Classification of Contracts, Essential elements of valid contract.
- Unit-2:** Special Contract, Indemnity & Guarantee, Bailment and Pledge. Sale of Goods Act Contract of sale, Condition and Warranties, Transfer of Ownership, Performance of the Contract of Sale, Unpaid Seller and his rights.

- Unit-3** Negotiable instruments: Definition, Types, Parties to the Negotiable Instrument, Dishonor and Discharge of Negotiable Instruments, endorsement.
- Unit-4** Consumer Protection Act: Definition, Consumer Protection Council, Consumer Dispute Redressal Agencies, Findings of District Forum and Appeals, Environment Protection Act.
- Unit- 5** Foreign Exchange Management Act, Information Technology Act.

Reference

1. Mercantile Law- By N. D. Kapoor
2. Commercial Law- Chawla and Garg- Mercantile Law- Avtar Singh (for Case)
3. Mercantile Law – S, S. Gulsan

Paper-08 (M-08)

COMPUTER APPLICATIONS IN MANAGEMENT

- Unit-1:** Computer Basics: Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital Management, Mobile Computing.
- Unit-2:** Hardware & Software: Hardware Options – CPU, Input Devices, Out Put Devices, Storage Devices, Memory, Communication Devices, Configuration of Hardware Devices and their Applications, Software, Different types of Software, Programming Language.
- Unit-3:** Modern Information Technology: Basic Application of LAN, and WAN, Internet, Intranet and Extranet. Internet Technologies, Communication Technologies, Multimedia.
- Unit-4:** Introduction to Operating System: Evolution of Operating System, Functions of Operating System, Definition and Types of Operating System, Practical Application of Windows Operating System.
- Unit-4:** (LAB) Working with Text, Menu Commands, Tables, Checking Spelling and Grammar, Mail Merge etc. working with Worksheet, Working with PowerPoint.

Text & Reference Books:

1. Peter Norton: Introduction to Computers, Tata McGraw HILL.
2. Raja Raman – Introduction to information technology by Raja Raman
3. Computer Fundamentals by Pradeep K. Sinha, Priti Sinha BPB Publications
4. Introduction to Information Technology, IITL Education Solutions Limited, PEARSON Education.
5. Raja Raman – Fundamentals of Computers by Raja Raman (PHI)

(OR) Paper-08 (M-08)
E-COMMERCE

- Unit- 1:** E- Commerce Definition, Advantages Rule and Strategies, Integrity E-Commerce and its Management Implication.
- Unit- 2:** Internet and its benefits, Lunching Business on Internet .Design Marketing.
- Unit – 3:** Web based Business-Business E- commerce, B2B Model, B2B Tools, EDI. E-Security & Maintenance- Strategy.
- Unit – 4:** Payment System- The basic Requirements, The Adv & Disadvantage on Online Shopping; legal & Ethical Issues in E-Business.
- Unit- 5:** Lab.

Text & Reference Books:

1. Eliqs M. Awad. Electronic Commerce from vision to fulfillment (PHI)
2. Joshph- E- Commerce. An Indian perspective (2nd Edition.) (PHI)
3. Mathew Reynolds – Beginning E- Commerce, Shroff Publishers and Distributors Pvt. Ltd.
4. Ravi Kalakola and Andrew B Whinston- Frontiers of Electronic Commerce, Addison Wisely.
5. Samantha Shurely – E-Business with Net- Commerce, Prentice Hall PTR.
6. Jason R. Rich – The Unofficial Guide to Starting and E-Commerce Business, IDG Books.

MBA 2ND SEMESTER
Paper-09 (M09)
HUMAN RESOURCE MANAGEMENT

- Unit- 1:** Concept, Importance of HRM Emergence of HRM, Feature, Scopes, Relationship with line function, Role and functions of HR Managers, HRM Practices in India.
- Unit- 2:** Human Resource Planning, Concept, Need, Method and Techniques, Market and HR Planning, Recruitment: Concept, Policy and Procedures, Sources, Selections, Concept, Policy, Types, Procedures, Induction: Concept, Objective.
- Unit- 3:** Internal Mobility and Evaluation, Promotion: Purpose, types, Methods, Transfer: Concept Purpose, Types, Separation; Different Schemes and Practices. Performance Appraisal: Concept, Objective, Method. Practice with cases. Potential Appraisal: Practices with cases.
- Unit- 4:** Compensation Management: Concept, Objectives Wages & Salary and incentives: Types and Practices.
- Unit- 5:** Training & Development - Concept, Objective, Types, Methods and practices. Training Need Assessment & Evaluation, Skill up gradation, Competence building.

Books Recommended

1. Pattanayak –Human Resource Management. (PHI)
2. Kandula – Human Resource Management in Practice with 300 models, techniques & Tools (PHI)
3. Personnel Management and Industrial Relations – R. S. Davar: Vikash Publishing House Pvt. Ltd.
4. Human Resource Management –Subba Rao: HPH
5. Personal Management and Industrial Relations –R.S.Davar –Vikas publishing house Ltd.
6. Human Resource Management –Subba Rao, HPH
7. C. S. Venkataraman and Srivastava – B.K. Personnel Management and Human Resources
8. P Subba Rao – HRM – Himalaya Publication
9. Jyothi Venkatesh – Human Resource Management -Oxford

Paper-10 (M10) **MARKETING MANAGEMENT**

- Unit-1:** Introduction to Marketing: Meaning, Importance, Scope, Core Concept, Marketing Management Process, Marketing in Economic Development Process, Marketing Environment.
- Unit- 2:** Marketing Planning: Identification of market, Market Segmentation, MIS, and M.R. Marketing Mix and its application.
- Unit- 3:** Product Strategy: Product, Product Classifications, Product Strategies, Product Life Cycle and New product development, Branding, Leveling and Packaging Strategies, Methods of product and pricing strategy.
- Unit- 4:** Promotion and Placement Management: Meaning, importance, scope and tools of promotion and Promotional Strategy, Meaning and Importance of Distribution System, Strategic functions of whole seller and retailer.
- Unit- 5:** Principles of Strategic Marketing: in Practice, Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

Reference

1. Philip Kotler –Marketing Management, 12th Edn, PHI
2. Sherlekar, S. A. Marketing Management, HIMALAYA.
3. Stanton: Fundamentals of Marketing.
4. Kotler & Arm Strong: Principles of Marketing (Asian Perspective)
5. Rajan Saxena- Marketing Management, Tata- McGraw Hill
6. Ramaswamy & Namakumari – Marketing Management, McMillan

Paper-11 (M11)

FINANCIAL MANAGEMENT

- Unit- 1:** Financial Management: Meaning, nature and scope of finance, Financial goal-Profits vs. wealth maximization, Finance functions – Investment, Financing and Dividend Decisions, Liquidity functions.
- Unit- 2:** Capital Budgeting: Nature of investment decisions, Investment evaluation criteria – Net present value, Internal rate of return, Payback period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting.
- Unit- 3:** Operating and Financial Leverage: Measurement of leverages, Effects of operating and financial leverage on profit, Analyzing alternate financial plans, combined financial and operating leverage.
Capital Structure Theories: Traditional and M.M. Hypotheses –Determining capital structure in Practice.
- Unit- 4:** Working capital: Meaning, Concepts and types of working capital, estimation of working capital requirements, factors determining the working capital requirement, Calculating operating cycle period.
- Unit- 5:** Dividend policies: Issues in dividend decisions, Walter’s model, Gordon’s model, M-M Hypothesis, Determinants of dividend policies, Types of dividends policy, forms of dividend.

Reference

1. Van Horn: Financial Management – Pearson Education.
2. I.M.Pandey – Financial Management, Vikash
3. Prasanna Chandra – Financial Management, TMH
4. Khan & Jain – financial Management, Tata McGraw- Hill
5. Banerjee: Financial policy and Management Accounting (PHI)
6. Sahoo, P.K. - Financial Management, Pen point Communication

Paper-12 (M12)

PRODUCTION & OPERATION MANAGEMENT

- Unit-1:** Introduction to Production and Operation Management, Product & Services Transmission Process, Product & Process Design, Automation, Duties and Responsibilities of Production Manager.
- Unit-2:** Facility Location Planning , Factors Affecting Break Even Analysis for facility location Planning, factors and location, Rect. Single Medial Model, Centre of Gravity model, Facility Capacity & Layout Planning – Decision Tree.
- Unit-3:** Time study, method study, motion study, Project Management, Role, Technique (CPM &PERT) Innovation Management and its uses.
- Unit-4:** MRP, JIT Supply chain Management, Aggregate Product Planning, SQC, and Learning curve.

Unit-5: Inventory Management.

Reference

1. Pannerselvam –Production and Operations Management (PHI)
2. Chary S N –Production Operations Management, Tata –McGraw –Hill
3. Mayer R R–Production Operations Management ,Tata –McGraw –Hill
4. Schroeder R G –Operations Management, Decision Making in Operations Function, McGraw –Hills
5. Bedi - Production Operations Management, McGraw Oxford
6. Adam & Ebert –Production and Operations Management (PHI)
7. Lee J. Krajewski, Larry P. Ritzman –Operation Management (PHI)
8. J.P.Saxena: Warehousing Management and Inventory management, Vikas Pub
9. Aswathappa and Bhatt – Pom – Himalaya Pub
10. Burt and Starling –Starling –World class supply chain management-

Paper-13 (M13)
COST & MANAGEMENT ACCOUNTING

Unit-1: Accounting information and Managerial Decision Making; Financial Accounting vs Cost & Management Accounting; Role of Management Accountant; Basic Cost Terms and Concepts; Relevant Cost; Statement of Cost .

Unit-2: Absorption Costing and Marginal Costing; Break Even Analysis; Cost –Volume-Profit Analysis: Managerial Application of CVP Analysis

Unit-3: Job Order Cost Systems; Process Cost System: Normal Loss & Abnormal Loss; Joint Product and By Products; Equivalent Production.

Unit-4: Segment Performance Analysis: Responsibility Accounting System; Variance Analysis: Evaluation of Cost and Sales Variances.

Unit-5: Budgetary Control System: Operating and Functional Budgets, Financial Budgets, Master Budgets, Zero –Base Budgeting .

Reference

1. Horngren, Foster & Datar – Cost Accounting: A Managerial Emphasis (Pearson)
2. Pillai & Bhagavathi – Cost Accounting (S. Chand)
3. M. N. Arora - Cost and Management Accounting Theory and Problems (HPH)
4. Jain & Narang.
5. Justin Paul – International Business (2nd Edition) – PHI
6. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub
7. Sharma and Gupta – Management accounting – Kalayani Pub
8. R. C. Sekhar – Management accounting – Oxford.

Paper-14 (M14)
BANKING & INSURANCE MANAGEMENT

- Unit- 1:** Management of Banking Companies ,Principle of Banking, Creation of Money, Present Structure of Commercial Banking System in India, Transaction, Working during 1947 to 1991 and the after.
- Unit- 2:** Functions of Bank, Management of Deposit and Advances, Investment Management: Nature of Bank Investment.
- Unit- 3:** Management of Finance Bank Account, Records, Reports, Statement of Advances, Profit and Loss Accounts, Balance Sheet and Financial Reports.
- Unit- 4:** Life Insurance: Definition, Features, Classification, Life Insurance Products, Health Insurance, LIC of India, Marketing Life Insurance.
- Unit- 5:** Principles of General Insurance, Function Personal General Insurance Products, Commercial General Insurance Products.

Reference

1. Insurance – Theory and Practice. Tripathy and Pal (PHI)
2. Principle and Practice of Insurance. Dr. P. Paniasamy (HPH)
3. Bank Management – J. Singh (Kalyani Pub)
4. Insurance Management – Ganguly Anand (New Age Pub)
5. Credit Risk Management – Baghchi, Jaico Books

Paper-15 (M15)
RESEARCH METHODOLOGY

- Unit-1:** Research: Meaning, Objectives &Importance of Research; Role of research in Functional Areas: Finance, Marketing, HRD; Research Methodology; Process of Research.
- Unit-2:** Defining Research Problem: Process of formulating Hypothesis; Research Design; Sampling Design.
- Unit-3:** Collection, Processing & Analysis of Data, Design of Questionnaire; Testing of Hypothesis ; Parametric and Non- parametric Tests; T-test, Z-test and chi square test.
- Unit-4:** Multivariate Analysis Techniques; Multiple Regression Analysis; Discriminate Analysis; Factor Analysis, ANOVA.
- Unit-5:** Interpretation & Report Writing: Importance & Techniques of Interpretation; Significance of Report Writing; Steps in Writing Report; Lay-out or the Research Report; Types of Report.

Reference

1. Panneerselvam- Research Methodology (PHI)
2. Research Methodology: Methods and Techniques, by C R Kothari

3. Quantitative Techniques for managerial Decisions, Wiley Eastern Ltd., by U. K. Srivastava
4. Statistics for Management by Levin (PHI)22
5. The Foundation of Multivariate Analysis, Wiley Eastern Ltd, by Takeuchi K; Yanai, H and Mukherjee, B N
6. Statistics, by S P Gupta.

Paper-16 (M16)
ENTREPRENEURSHIP DEVELOPMENT

- Unit- 1:** The Entrepreneur, General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits and Motivation, Woman Entrepreneur.
- Unit-2:** Environment and Entrepreneurial Development: Entrepreneurial environment, Development, Programmes (EDPs) Role, Relevance and Achievement of EDP s in India, Institutions for entrepreneurial development.
- Unit- 3:** Project Appraisal and management: Search for business ideas, Project Identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance.
- Unit-4:** Legal and Statutory Environment for small industry: Legal formalities in setting up of SSIs Business Laws, Government Setup in promoting small industries.
- Unit-5:** Small Scale Industrial undertaking: Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in Small enterprise management sickness and Preventions.

Reference

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, (HPH)
3. Entrepreneurship Development –CRISP, BHOPAL, TATA MCGRAW
4. Planning a small scale industry – A guide to Entrepreneurs, 1984 (S S BOOKS)
5. Entrepreneur and environment, Desai A.N. 1990 (Asish, New Delhi)
6. Developing Entrepreneurship –A handbook of leaning System, 1978 (learning system HPH)

(OR) Paper-16 (M16)
AGRI-BUSINESS

- Unit-1:** Materials Planning: Determination and description of material quantity, Material planning in Push and Pull system; MRP & JIT, Determination and description of material quality, Incoming quality inspection, Acceptance sampling plans.
- Unit-2:** Purchasing: Objectives and functions, Purchasing cycle, Sources of supply, Vendor rating, Buyer-vendor relations, Right pricing, Public/ Government purchasing, Purchasing of capital equipments, Legal aspects of purchasing. International purchasing – procedures and documentation, Make or buy decisions.

Unit-3: Warehousing: Importance and functions of storage, Location & layout of stores, Management of receipts and issue of materials from stores, Warehousing costs, Stock verification.

Unit-4: Cost reduction methods: Classification, codification, standardization, simplification & variety reduction, Value Engineering, Disposal of waste and scrap, Materials handling, Materials information system.

Unit-5: Logistics And Supply Chain Management: Recent Developments With Reference To Rural Economy.

Text & Reference Books:

1. Jay T. Akridge, Freddie Barnard, Frank Dooley
2. Principles of Agribusiness Management by James G. Beierlein, Donald D. Osbern