

SATHYABAMA UNIVERSITY

(Established under section 3 of UGC Act, 1956)

Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai - 119.



SYLLABUS

**MASTER OF BUSINESS ADMINISTRATION
PROGRAMME
(4 SEMESTERS)
REGULATIONS 2010**

SATHYABAMA UNIVERSITY REGULATIONS – 2010

Effective from the academic year 2010-2011 and applicable to the students admitted to the Degree of Master of Business Administration (Four Semesters)

1. Structure of Programme

- 1.1 Every Programme will have a curriculum with syllabi consisting of theory and practical such as:
 - (i) General core courses in Mathematics, Computer Languages
 - (ii) Core course of Business Administration
 - (iii) Elective course for specialization in related fields.
 - (iv) Computer Practice, Laboratory Work, Industrial Training, Seminar Presentation, Project Work, Educational Tours, Camps etc.
- 1.2 Each semester curriculum shall normally have a blend of lecture course not exceeding 7 and practical course not exceeding 4.
- 1.3 The medium of instruction, examinations and project report will be English.

2. Duration of the Programme

A student is normally expected to complete the M.B.A. Programme in 4 semesters **but in any case not more than 8 consecutive semesters from the time of commencement of the course**. The Head of the Department shall ensure that every teacher imparts instruction as per the number of hours specified in the syllabus and that the teacher teaches the full content of the specified syllabus for the course being taught.

3. Requirements for Completion of a Semester

A candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirement for completion of a semester.

- 3.1 He/She secures not less than 90% of overall attendance in that semester.
- 3.2 Candidates who do not have the requisite attendance for the semester **will not be permitted to write the University Exams**.

4. Examinations

The examinations shall normally be conducted between October and December during the odd semesters and between March and May in the even semesters. The maximum marks for each theory and practical course (including the project work and Viva Voce examination in the Fourth Semester) shall be 100 with the following breakup.

(i) Theory Courses

Internal Assessment	:	20 Marks
University Exams	:	80 Marks

(ii) Practical courses

Internal Assessment	:	- -
University Exams	:	100 Marks

5. Passing requirements

- (i) A candidate who secures not less than 50% of total marks prescribed for the course (For all courses including Theory, Practicals and Project work) with a minimum of 40 marks out of 80 in the University Theory Examinations, shall be declared to have passed in the Examination.
- (ii) If a candidate fails to secure a Pass in a particular course, it is mandatory that he/she shall reappear for the examination in that course during the next semester when examination is conducted in that course. However the Internal Assessment marks obtained by the candidate in the first attempt shall be retained and considered valid for all subsequent attempts.

6. Eligibility for the Award of Degree

A student shall be declared to be eligible for the award of the MBA degree provided the student has successfully completed the course requirements and has passed all the prescribed examinations in all the 4 semesters within the maximum period specified in clause 2.

7. Award of Credits and Grades

All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, Letter Grades will be awarded as per the range of total marks (out of 100) obtained by the candidate as given below:

RANGE OF MARKS FOR GRADES

Range of Marks	Grade	Grade Points (GP)
90-100	A++	10
80-89	A+	9
70-79	B++	8
60-69	B+	7
50-59	C	6
00-49	F	0
ABSENT	W	0

CUMULATIVE GRADE POINT AVERAGE CALCULATION

The CGPA calculation on a 10 scale basis is used to describe the overall performance of a student in all courses from first semester to the last semester. F and W grades will be excluded for calculating GPA and CGPA.

$$CGPA = \frac{\sum_i C_i GP_i}{\sum_i C_i}$$

where C_i - Credits for the subject

GP_i - Grade Point for the subject

\sum_i - Sum of all subjects successfully cleared during all the semesters

8. Classification of the Degree Awarded

- 1 A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the semesters in **his/her first appearance** within a maximum period of 4 consecutive semesters after commencement of study securing a **CGPA not less than 9.0** shall be declared to have passed the examination in **First Class – Exemplary**.
2. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the semesters in **his/her first appearance** within 4 consecutive semesters after commencement of study, securing a **CGPA not less than 7.5** shall be declared to have passed the examination in **First Class with Distinction**.
3. A candidate who qualifies for the award of the Degree having passed the examination in all the courses of all the semesters within a maximum period of 4 consecutive semesters after commencement of study securing a **CGPA not less than 6.0** shall be declared to have passed the examination in **First Class**.
- 4 All other candidates who qualify for the award of the Degree having passed the examination in all the courses of all the 4 semesters within a maximum period of 8 consecutive semesters after his/her commencement of study securing a **CGPA not less than 5.0** shall be declared to have passed the examination in **Second Class**.
- 5 A candidate who is absent in semester examination in a course/project work after having registered for the same, shall be considered to have appeared in that examination for the purpose of classification of degree. **For all the above mentioned classification of Degree, the break of study during the programme, will be counted for the purpose of classification of degree.**
- 6 A candidate can apply for revaluation of his/her semester examination answer paper in a theory course, within 1 week from the declaration of results, on payment of a prescribed fee along with prescribed application to the Controller of Examinations through the Head of Department. The Controller of Examination will arrange for the revaluation and the result will be intimated to the candidate concerned through the Head of the Department. Revaluation is not permitted for practical courses and for project work.

Final Degree is awarded based on the following :

CGPA \geq 9.0	- First Class - Exemplary
CGPA \geq 7.50 < 9.0	- First Class with Distinction
CGPA \geq 6.00 < 7.50	- First Class
CGPA \geq 5.00 < 6.00	- Second Class

Minimum CGPA requirements for award of Degree is 5.0 CGPA.

9. Discipline

Every student is required to observe disciplined and decorous behaviour both inside and outside the University and not to indulge in any activity which will tend to bring down the prestige of the University. If a student indulges in malpractice in any of the University theory / practical examination, he/she shall be liable for punitive action as prescribed by the University from time to time.

10. Revision of Regulations and Curriculum

The University may revise, amend or change the regulations, scheme of examinations and syllabi from time to time, if found necessary.

**MASTER OF BUSINESS ADMINISTRATION
REGULATIONS 2010 - CURRICULUM**

SEMESTER I

Sl.No.	SUBJECT CODE	SUBJECT TITLE	L	T	P	C	Page No.
THEORY							
1.	SBAX5001	Management Principles	3	0	0	3	1
2.	SBAX5002	Organisational Behaviour	3	0	0	3	2
3.	SBAX5003	Management Accounting	3	1	0	4	3
4.	SBAX5004	Managerial Economics	3	0	0	3	4
5.	SBAX5005	Legal Systems in Business	3	0	0	3	5
6.	SBAX5006	Entrepreneurial Development	3	0	0	3	6
7.	SCAX5041	Computer Languages for Management	3	1	0	4	7
PRACTICALS							
8.	SBAX6501	Tally Lab	0	0	4	2	8
9.	SCAX6510	Computer Programming Lab	0	0	4	2	8
						TOTAL CREDITS	27

SEMESTER II

Sl.No.	SUBJECT CODE	SUBJECT TITLE	L	T	P	C	Page No.
THEORY							
1.	SBAX5007	Production & Materials Management	3	0	0	3	9
2.	SBAX5008	Human Resource Management	3	0	0	3	10
3.	SBAX5009	Marketing Management	3	0	0	3	11
4.	SBAX5010	Applied Operations Research	3	1	0	4	12
5.	SBAX5011	Financial Management	3	1	0	4	13
6.	SBAX5012	Research Methodology & Business Communication	3	0	0	3	14
7.	SMTX5003	Statistics for Management	3	1	0	4	15
PRACTICALS							
8.	SBAX6502	Communication Lab	0	0	4	2	16
9.	SCAX6511	MS-Office Lab	0	0	4	2	16
						TOTAL CREDITS	28

SEMESTER III

Sl.No.	SUBJECT CODE	SUBJECT TITLE	L	T	P	C	Page No.
THEORY							
1.	SBAX5013	Business Policy & Strategic Management	3	0	0	3	17
2.	SCAX5025	Management Information System	3	0	0	3	18
3.	SBAX5014	International Trade	3	0	0	3	19
4.		Elective I	3	0	0	3	-
5.		Elective II	3	0	0	3	-
6.		Elective III	3	0	0	3	-
7.		Elective IV	3	0	0	3	-
PRACTICALS							
8.	SBAX6503	SPSS Lab	0	0	4	2	20
9.	SCAX6512	Oracle Lab	0	0	4	2	20
						TOTAL CREDITS	25

SEMESTER IV

Sl.No.	SUBJECT CODE	SUBJECT TITLE	L	T	P	C
1.	S41XPROJ	Project Work & Viva Voce	0	0	30	15
TOTAL CREDITS						15
TOTAL CREDITS FOR THE COURSE						95

LIST OF ELECTIVES

FINANCE

Sl.No.	SUBJECT CODE	SUBJECT TITLE	L	T	P	C	Page No.
1.	SBAX5017	Security Analysis & Portfolio Management	3	0	0	3	21
2.	SBAX5020	Advanced Financial Management	3	0	0	3	22
3.	SBAX5025	Tax Management	3	0	0	3	23
4.	SBAX5026	Banking and Insurance	3	0	0	3	24

MARKETING

Sl.No.	SUBJECT CODE	SUBJECT TITLE	L	T	P	C	Page No.
1.	SBAX5015	Service Marketing	3	0	0	3	25
2.	SBAX5016	Advertising Management & Sales Promotion	3	0	0	3	26
3.	SBAX5019	Relationship Marketing	3	0	0	3	27
4.	SBAX5023	Brand Management & Retail Marketing	3	0	0	3	28

HUMAN RESOURCES

Sl.No.	SUBJECT CODE	SUBJECT TITLE	L	T	P	C	Page No.
1.	SBAX5018	Industrial & Labour Relations	3	0	0	3	29
2.	SBAX5021	Managerial Behaviour & Effectiveness	3	0	0	3	30
3.	SBAX5022	Human Resources Development	3	0	0	3	31
4.	SBAX5024	Advanced Labour Legislation	3	0	0	3	32

SYSTEMS

Sl.No.	SUBJECT CODE	SUBJECT TITLE	L	T	P	C	Page No.
1.	SCAX5020	Enterprise Resource Planning for Managers	3	0	0	3	33
2.	SCAX5023	Software Quality Management	3	0	0	3	34

L - Lecture Hours; T - Tutorial Hours; P - Practical Hours; C - Credits

SBAX5001	MANAGEMENT PRINCIPLES	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Management : Definition - Evolution of Management Studies –Nature, Functions, Levels and role of management - Basic Principles and Process of Management - Management vs. Administration – Taylor & Fayol's contribution to Management - Management styles -Qualities of good manager.

UNIT II **10 hrs.**

Planning : Basic types of planning – Characteristics of a good plan- Features - Planning process- Obstacles in planning - M.B.O, M.B.E . Policy - Policy formulation - Types of policies-Forecasting, Process, Importance - Decision making process

UNIT III **10 hrs.**

Organisation : Need - Forms of Organisation- Features of a good organization. Departmentation - Organisational charts - manuals - Span of management, Factors affecting span of management - Authority relationship - Delegation of Authority and Responsibility - Centralization and Decentralization .

UNIT IV **10 hrs.**

Staffing : Meaning, Nature, Need, and Process. Directing - Characteristics, Importance and Techniques of directing. Event & Time Management - Scope, Importance - Coordination - Need for coordination, Techniques for securing effective coordination.

UNIT V **10 hrs.**

Concept of Control – Importance of control- Essentials of control system - Process of control – Communication - Process of Communication - Types - Barriers - Management Information Systems.

TEXT/REFERENCE BOOKS:

1. Gupta C.B, Management Theory and Practice, 14th Edition, Sultan Chand & Sons, 2009.
2. Dr. Prasad.L.M, Principles & Practice of Management, 7th Edition, Sultan Chand & Sons, 2008.
3. Tripathy.P.C and Reddy.P.N., Principles of Management , 4th Edition, Tata McGraw Hill, 2008.
4. Dr.Kumkum Mukherjee, Principles of Management, 2nd Edition, Tata McGraw Hill, 2009.
5. Harold Koontz, Principles of Management,1st Edition, Tata McGraw Hill, 2004.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5002	ORGANISATIONAL BEHAVIOUR	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Introduction : Introduction to Organisational Behaviour, Evolution of Organisational Behaviour, Hawthorne Experiments, Foundations of Individual Behaviour, Significance of the subject to the organization and to the manager. Difference in approach between Scientific Management and OB Values and Attitudes.

UNIT II **10 hrs.**

The Individual: Personality – Theories – Type, Trait, Psycho Analytical, Social Learning, Self Learning, – Determinants. Perception – Process – Distortion

Learning – Theories – Conditioning theories, Cognitive Learning Theory, Social Learning Theory – Reinforcement. Leadership – Theories – Trait, Fiedler's, Managerial Grid, Leadership Styles, Effective Leadership. Power and Politics.

UNIT III **10 hrs.**

Interpersonal: Transactional Analysis, JOHARI Window, Life Positions, Game Theory, Script Theory, Theory X and Theory Y approaches. Organisational Conflict – Causes, Types and Management of Conflict. Organisational Change – Need –Planned change process – Advantages and Disadvantages.

UNIT IV **10 hrs.**

The Group: Need, Types. Group Dynamics – Group Behaviour and Group Decision Making – Techniques – Inter Group Relationships, Group Cohesiveness. Stress Management – Causes and Coping Strategies.

UNIT V **10 hrs.**

Motivation: Theories – Maslow, Herzberg, McGregor, Porter-Lawler, Vrooms, McClelland- Motivation to work- Designing Motivating jobs, - Techniques for Motivation – Incentives – Financial and Non Financial. Morale – Influence on Work, Measurement and Improvement – Job Satisfaction – Components, Significance, Influencing Factors.

TEXT/REFERENCE BOOKS:

1. Aswathappa, Organisational Behaviour, 8th Edition, Himalaya Publishing House, 2010.
2. Khanka.S.S, Organisational Behaviour, 6th Edition, S. Chand & Co, 2010.
3. Dr.Prasad.L.M., Organisational Behaviour, 4th Edition, Sultan Chand & Sons, 2008.
4. Fred Luthans, Organisational Behaviour, 12th Edition, Tata McGraw Hill, 2010.
5. Stephen.P.Robbins, Organisation Theory : Structure, Design & Application, 3rd Edition, Pearson Education,2009

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks: 80

Exam Duration: 3 hrs.

PART A: 10 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 7 questions to be answered 35 Marks

PART B: 5 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 3 questions to be answered 30 Marks

PART C: 1 Case Study is compulsory carrying 15 marks

15 Marks

SBAX5003	MANAGEMENT ACCOUNTING	L	T	P	Credits	Total Marks
		3	1	-	4	100

UNIT I **10 hrs.**

Management Accounting - Meaning and purpose. Financial accounting - Preparation of Trading Account, Profit and loss account and Balance Sheet - Limitations of Financial Statements.

UNIT II **10 hrs.**

Ratio analysis - Uses and Limitations, Inter - firm and Intra - firm comparison.

UNIT III **10 hrs.**

Budgetary control - Nature and Objectives of budgetary control - Limitations; Types of budgets, Fixed and flexible budgets; Zero Base budgeting.

UNIT IV **10 hrs.**

Marginal costing - Cost volume profit analysis - Break even point, Direct costing Vs Absorption costing. Capital budgeting decisions, methods of evaluating long term investments - Payback period, Accounting Rate of Return, NPV, IRR and Profitability Index.

UNIT V **10 hrs.**

Fund Flow statement and Cash Flow statement.

TEXT/REFERENCE BOOKS:

1. Dr. Maheswari.S.N., Management Accounting, 5th Edition, Sultan Chand & Sons,2007.
2. Khan.M.Y. and Jain.P.K, Management Accounting, 4th Edition,Tata McGraw Hill, 2006.
3. Pandey.I.M., Management Accounting, 3rd Edition, Vikas Publications, 2009.
4. Reddy.T.S. & Hari Prasad Reddy, Financial and Management Accounting, 3rd Edition, Margam Publication, 2003.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks; **should have 8 theory questions and 4 problems;**
with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks; **should have 2 theory questions and 4 problems;**
with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5004	MANAGERIAL ECONOMICS	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Economics : Meaning, Micro and Macro Economic concept; Managerial Economics, meaning and scope. Demand analysis, Demand determinants, Types of demand; Elasticity of demand, Methods of calculating elasticity of demand. Demand forecasting - Estimating methods of new as well as existing products.

UNIT II **10 hrs.**

Supply : Concept of Supply, Law of Supply, Elasticity of supply. Meaning of Cost, Cost Control - Fixed and variable cost, Sunk cost and Incremental cost, Implicit cost and Explicit cost, Shut down costs. Cost output relationship. Short run and Long run cost.

UNIT III **10 hrs.**

Markets - classification of markets geographical basis, time basis classification and situation basis - perfect competition, monopoly, discriminating monopoly, monopolistic, oligopoly and duopoly markets.

UNIT IV **10 hrs.**

Production, Concept of Production, Production Theories - Law of Diminishing Returns, Law of Returns to Scale, Iso-Cost and Iso-Quant Curves; Efficiency of the Firm. Pricing - Objectives – Pricing Strategies

UNIT V **10 hrs.**

National Income: Meaning, Concepts, Measurement techniques, difficulties in measuring National Income, Consumption function and Investment function. Introduction to the concepts of Multiplier & Accelerator, Business cycle, Inflation, Balance of Payments

TEXT/REFERENCE BOOKS:

1. Dr.Varshney.R.L. & Dr.Maheswari.K.L., Managerial Economics, 19th Edition, Sultan Chand & Sons, 2009.
2. Sankaran S, Managerial Economics, 4th Edition, Margham Publication, 2009.
3. Gupta.G, Managerial Economics, 1st Edition, Tata Mcgraw Hill, 2004.
4. Dr.Mehta.P.L., Managerial Economics, 14th Edition, Sultan Chand & Sons, 2009.
5. Joel Dean, Managerial Economics, 1st Edition, Prentice Hall India, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5005	LEGAL SYSTEMS IN BUSINESS	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

The Companies Act 1956 :Types of Companies, Procedure for formation, Promoters. Distinction between Company and Partnership, Concept of Corporate veil, Doctrine of Constructive Notice and Indoor Management. Provisions of Company law relating to Managerial Personnel-Remuneration, Appointment & Removal, Powers and Obligations. Oppression and Mismanagement. Winding up of Company.

UNIT II **10 hrs.**

The Indian Contract Act 1972 : Classification of Contracts, Essentials of a contract-Offer, Acceptance, Consideration, Capacity to contract, Free Consent, Performance, Discharge of Contracts, Remedies for Breach of Contract.

Sale of Goods Act 1930: Contract of sale, Difference between Sale and Agreement to sell, Conditions and Warranties. Transfer of Property. Performance of the Contract-Rights of an Unpaid Seller

UNIT III **10 hrs.**

The Negotiable Instruments Act 1881 : Features of Negotiable Instruments, Promissory Note, Bill of Exchange, Cheque, Liabilities of Parties, Holder in Due course - Privileges , Dishonour Procedures, Bankers duties /powers, Discharge of Negotiable instruments, Endorsements.

UNIT IV **10 hrs.**

The Competition Act 2002: Prohibition of Certain Agreements, Abuse of Dominant Position and Regulation of combinations-Competitive Commission of India-Duties/Powers and functions of Commission, Penalties-Finance Accounts and Audit-Miscellaneous
Right To Information Act 2005. Intellectual Property Rights.

UNIT V **10 hrs.**

Introduction to VAT: The Information Technology Act 2000; Law relating to Insurance
Consumer Protection Act 1986-Formation, Unfair Trade Practices; Law relating to Environment Act 1986.

TEXT/REFERENCE BOOKS:

1. Akhileshwar Pathak, Legal Aspects of Business, 4th Edition, Tata Mcgraw Hill, 2009.
2. Kapoor.N.D , Elements of Mercantile Law, 29th Edition, Sultan Chand &Co., 2008.
3. Kuchal, Business Law, 3rd Edition, Vikas Publications, 2009.
4. Saravanel.P & Sumathi, Legal Systems in Business, 9th Edition, Himalaya Publishing House, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5006	ENTREPRENEURIAL DEVELOPMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Entrepreneur - Definition - Characteristics of successful entrepreneur - Entrepreneurial scene in India - Identification of potential entrepreneurs - Case histories of successful entrepreneurs.

UNIT II **10 hrs.**

Development and Training of Entrepreneurs - Management Development - Entrepreneurial environment – Entrepreneurship development training

UNIT III **10 hrs.**

Small scale industries – Definition – Checklist for organizing small industries – Classification of small industries - Significance in the Indian economy - Sickness in small scale industries - Causes and remedies - Ancillary industries & their problems. Export problems of small scale units with solutions.

UNIT IV **10 hrs**

Financial appraisal of new project - Capital requirements for small scale industries-Credit appraisal by banks – Role of banks in the promotion of small industries - Incentives - Institutional support to small scale industries – Feasibility analysis.

UNIT V **10 hrs.**

Marketing Feasibility – Definition - New product developments - Marketing methods - pricing policy and distribution channels – Business plan.

TEXT/REFERENCE BOOKS:

1. Khanka S.S, Entrepreneurial Development, 16th Edition, Sultan Chand & Co., 2010.
2. Vasant Desai, Dynamics of Entrepreneurial Development and Management, 13th Edition, Himalaya Publishing House, 2009.
3. Gupta C.B & Srinivasan N.P, Entrepreneurial Development in India, 5th Edition, Sultan Chand & Sons, 2008.
4. Charantimath, Entrepreneurship Development & Small Business Enterprise, 1st Edition, Pearson Publications, 2009.
5. Rajeev Roy, Entrepreneurship, 1st Edition, Oxford University Publications, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks: 80

Exam Duration: 3 hrs.

PART A: 10 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 7 questions to be answered 35 Marks

PART B: 5 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 3 questions to be answered 30 Marks

PART C: 1 Case Study is compulsory carrying 15 marks

15 Marks

SCAX5041	COMPUTER LANGUAGES FOR MANAGEMENT	L	T	P	Credits	Total Marks
		3	1	-	4	100

UNIT I RDBMS PACKAGE-ORACLE**10 hrs.**

Brief Introduction to RDBMS – Terminology Introduction to Oracle – DDL Commands – create, alter, drop – DML Commands – select, update, insert, delete – TCL Commands – rollback ,save point ,commit – Simple SQL queries – using where clause, all, distinct – between, in, like – order by – aggregate functions – set operators.

UNIT II 'C' LANGUAGE**10 hrs.**

Introduction to C – lexical elements of C – entering and executing – C program – I/P,O/P in C – Operators and Expressions.

UNIT III 'C' LANGUAGE**10 hrs.**

Control structures – C functions – Files in C programming – Examples in C.

UNIT IV MS EXCEL**10 hrs.**

Introduction – File creation and saving – Arithmetic functions – Preparation of graph

UNIT V MS WORD**10 hrs.**

Creation and working with documents – Formatting – Previewing – Printing of documents – Working with tables, fields and outlines - Working with styles, building table of contents.

TEXT/REFERENCE BOOKS:

1. Alexis Leon – ORACLE The Application Development Handbook – Comdex computer publishing, 1996.
2. Rajaraman.V – Computer programming in C – Prentice Hall of India, 2008.
3. Taxali.R.K. – PC software – Tata McGraw Hill, 2001.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered

40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered

40 Marks

SBAX6501	TALLY LAB	L	T	P	Credits	Total Marks
		-	-	4	2	100

LIST OF EXERCISES

1. Creation of Company
2. Creation of Company , Ledger and Trial Balance
3. Preparation of Profit And Loss Account, Trial Balance
4. Preparation of Balance Sheet
5. Cost Category and Cost Centre
6. Accounting Vouchers
7. Inventory Items

SCAX6510	COMPUTER PROGRAMMING LAB	L	T	P	Credits	Total Marks
		-	-	4	2	100

LIST OF EXERCISES

1. Greatest of three Numbers
2. Check whether the Number is Prime or Not
3. Find the GCD of two Numbers
4. Check whether the Number is Perfect or Not
5. Check whether the Number is Armstrong or Not
6. Fibonacci series
7. Matrix Addition
8. Matrix Multiplication
9. String Manipulation
10. Student Information System using File

SBAX5007	PRODUCTION & MATERIALS MANAGEMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I**10 hrs.**

Production design: Different Processes - Make or Buy decisions. Plant location: factors to be considered, problems & solutions. Production planning and control.

UNIT II**10 hrs.**

Layout facilities: Types of layout. Good layout. Materials handling equipments.

Human factors in job design: consideration of man and machine in job design, Ergonomics-Work environment and workers safety.

UNIT III**10 hrs.**

Maintenance: Types of maintenance, Procedure for maintenance, Quality control: Purpose, Techniques, Problems and Solutions

UNIT IV**10 hrs.**

Method Analysis: Method Study, Time Study, Work Measurement: Utility, Techniques, Allowance Factors. Role of Technology in Production and Materials Management.

UNIT V**10 hrs.**

Inventory Management- Definition, types, advantages, limitations, use to production management-Material Requirement Planning. Stores Management - Purchase function, selection of materials and vendors, Value analysis.

TEXT/REFERENCE BOOKS:

1. Aswathappa K & Shridhar Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2010
2. Goel B.S, Production and Operations Management, 2nd Edition, Pramod Prakashan Publication, 2006.
3. Chary. S, Production and Operations Management, 4th Edition, Tata McGraw Hill, 2009.
4. Panneer Selvam, Production and Operations Management, 2nd Edition, Prentice Hall Inc, 2010.
5. Gopalakrishnan. P, Materials Management, 1st Edition, Tata McGraw Hill, 2004.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks; **should have 10 theory questions and 2 problems;**
with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks; **should have 5 theory questions and 1 problem;**
with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5008	HUMAN RESOURCES MANAGEMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Nature & Scope: Study of Evolution of Managerial Practice and Policy in Administration of Personnel. Role of Personnel Manager- Managerial and Operative Functions - Typical Organization Set up - Objectives - Qualities – Impediments-Future.

UNIT II **10 hrs.**

Planning & Procurement: Manpower planning - Recruitment, E-recruitment, selection, placement, induction, tests and interviews - Promotion and transfer policy. Job analysis, Job-description, Job specification, Manpower planning scheme for large organizations - steps involved.

UNIT III **10 hrs.**

Maintenance & Development: Training and Development - Framing effective policies and their administration, methods of training, management and personality development – Establishment, maintenance of a good Training and Development department.

Work environment, fatigue, accident and safety, role of Personnel manager. Performance Appraisal Reporting – Traditional and modern methods – 360 Degree appraisal, BARS.

UNIT IV **10 hrs.**

Compensation: Wage and salary administration – their Rationale, essential steps in formulating compensation package, Payment by time and piece. Job evaluation, methods and importance – Perks and fringe benefits – Incentive plans.

UNIT V **10 hrs.**

Industrial relations (IR): Basics, nature, factors contributing to good IR, role of Personnel manager, Collective bargaining- Trade unions and their role in IR. Suggestion schemes- Grievance handling – Discipline - Audit.

TEXT/REFERENCE BOOKS:

1. Edwin Flippo, Principles of Personnel Management, 1st Edition, Prentice Hall Inc, 1984.
2. Tripathi. P.C, Personnel Management Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.
3. Mamoria & Gankar S.V, Personnel Management & Industrial Relations, 29th Edition, Himalaya Publishing House, 2009.
4. William Werther & Keith Davis, Human Resources & Personnel Management, 5th Edition, Tata McGraw Hill, 2003.
5. Dr. Tripathi P.C, Personnel Management & Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5009	MARKETING MANAGEMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Marketing - meaning, concepts of marketing - product, production, sales, customer concepts. Evolution of marketing management. Marketing management process. Marketing mix. Analysis of micro and macro environment. New Trends in Marketing

UNIT II **10 hrs.**

Marketing Research - meaning, process. Market segmentation, targeting and positioning - competitive marketing strategies. Buyer behaviour - influence of factors on consumer behaviour - buyer decision making process.

UNIT III **10 hrs.**

Product policies - Consumer and industrial product decisions, Branding, Packaging and Labeling - New product development and Product life cycle. Pricing - objectives, methods.

UNIT IV **10 hrs.**

Promotion - Advertising, meaning, process, budgets and advertising agencies; Sales promotion activities and Personal selling.

UNIT V **10 hrs.**

Sales force decisions: Selection, Training, Compensation and control Distribution - Nature of channels, channel decisions, retailing and wholesaling. Consumer protection - Awareness of consumer rights in the market place.

TEXT/REFERENCE BOOKS:

1. Philip Kotler, Principles of Marketing Management, 12th Edition, Pearson Publications, 2009.
2. Sherlekar S.A, Marketing Management, 14th Edition, Himalaya Publications House, 2008.
3. William J Stanton, Fundamentals of Marketing Management, 10th Edition, Tata McGraw Hill, 2004.
4. Ramaswamy & Namkumari, Marketing Management, 3rd Edition, McMillan Publications, 2009.
5. Rajan Saxena, Marketing Management, 3rd Edition, Tata McGraw Hill, 2008.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5010	APPLIED OPERATIONS RESEARCH	L	T	P	Credits	Total Marks
		3	1	-	4	100

UNIT I **10 hrs.**

Concept of Operations Research - Meaning and Models in OR - Utilization of OR Models for Managerial Decision Making. Linear Programming Problems(LPP) - Formulation, Graphical Method and Simplex Method of Solving LPP.

UNIT II **10 hrs.**

Transportation Problems - Initial Solution by North West Corner Method, Least Cost Method and VAM Method; MODI Method of Deriving Optimum Solution. Assignment Problems-Hungarian Method of Solving Minimisation and Maximisation Problems.

UNIT III **10 hrs.**

Network Analysis - CPM - Network Diagram Construction, Identification of Critical Path, Calculation of Floats. PERT- Calculation of Estimated Time, Standard Deviation and Probability. Sequencing - Sequencing of 'N' Number of Jobs on Two, Three and Four Machines.

UNIT IV **10 hrs.**

Replacement Problems - Replacement of Assets that Deteriorates with Time - with and without Time Value of Money Consideration; Replacement of Assets that Fail Suddenly. Theory of Games - Pure and Mixed Strategies - Saddle Point, Dominance Property and Graphical Method of Solving Games.

UNIT V **10 hrs.**

Inventory Models - ABC Analysis, Costs Involved in Inventory Management - EOQ Calculation, Deterministic Demand Inventory Models. Waiting Line Models - Features of a Waiting Line Model - Kendall Notations - M/M/1; M/M/C; FIFO/N/N Models only.

TEXT/REFERENCE BOOKS:

1. Hamdy Taha, Operations Research, 8th Edition, Pearson Education, 2009.
2. Sharma J.K, Operations Research, 3rd Edition, Macmillan Business Books, 2009.
3. Sundaresan V, Ganapathy K.S, Ganesan K, Resource Management Technique- Lakshmi Publications, 2003.
4. Dr. Kantiswaroop, Dr Gupta P.K, Dr Man Mohan, Operations Research, 14th Edition, Sultan Chand & Sons, 2008.
5. Dr. Kalavathy. S, Operations Research, 2nd Edition, Vikas Publications, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks; **should have 8 theory questions and 4 problems;**
with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks; **should have problems only**
with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5011	FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		3	1	-	4	100

UNIT I **10 hrs.**

Financial Management - Meaning, Objective, Scope and Uses - Finance Functions - Finance Manager's Role - Financial Forecasting - Sources of Finance - Financial Information System.

UNIT II **10 hrs.**

Financial and Operating Leverage: Meaning and Measurement of Financial Leverage Operating Leverage and Combined Leverage.

UNIT III **10 hrs.**

Capital Structure: Meaning and Determinants of Capital Structure - Need for Optimum Capital Structure - Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, MM Approach and Traditional Approach.

UNIT IV **10 hrs.**

Management of Working Capital: Concepts, Need and Determinants of Working Capital, Management of cash, Inventory Management – Accounts Receivables - Bank Finance for Working Capital, Tandon & Chore Committees – Observations and Recommendations.

UNIT V **10 hrs.**

Management of Long Term Capital: Cost of Capital - Concepts and Significance - Computation of Cost of Equity Capital, Cost of Debt, Cost of Preference Share Capital - Cost of Retained Capital, Weighted Average Cost of Capital

TEXT/REFERENCE BOOKS:

1. Prasanna Chandra, Financial Management, 6th Edition, Tata McGraw Hill, 2004.
2. Pandey I.M, Financial Management, 9th Edition, Vikas Publications, 2009.
3. Khan & Jain, Financial Management, 4th Edition, Tata McGraw Hill, 2004.
4. Dr Maheswari S.N, Financial Management, 13th Edition, Sultan Chand & Sons, 2008.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks; **should have 10 theory questions and 2 problems;**
with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks; **should have 4 theory questions and 2 problems;**
with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5012	RESEARCH METHODOLOGY & BUSINESS COMMUNICATION	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Research: Definition – Objectives – Characteristics – Types and Methods of Research – Errors in Research – Ethical issues of research – Relevance of Research for decision making in various functional areas of Management Research.

UNIT II **10 hrs.**

Research Process: Research Problem identification – Sources of research problem – Process of identification – criteria for selection – Review of Literature – Formulation of Hypothesis – Role and characteristics of hypothesis – Research Design – Issues and contents – Types.

UNIT III **10 hrs.**

Sampling: Characteristics – Advantages and Limitations – Methods – Sample size determination – Sampling Errors – Sources and methods for collection of Data – Scaling techniques – Desk research and Field research – Pilot Study and Pre Testing.

UNIT IV **10 hrs.**

Processing and Analyzing of Data: Editing, Coding and Classification of Data – Transcription of Data – Tabulation – Guidelines – Types of tables, Charts and diagrams –Statistical analysis of Data & purpose – Types of statistical measures – Statistical testing procedure - Computer packages for data – utilities – SPSS/STA/PSP/STATISTICAL LAB etc.

UNIT V **10 hrs.**

Report Writing: Types of reports – steps in report writing – principles of thesis writing – structures of reports – Evaluation of research report.

TEXT/REFERENCE BOOKS:

1. Kothari K.C, Research Methodology, 2nd Edition, New Age Publication, 2009.
2. William G. Zikmund, Business Research Methods, 7th Edition, Tata McGraw Hill, 2009.
3. Pannerselvam, Research Methodology, 1st Edition, Prentice Hall Inc., 2009.
4. Dr Tripathi P.C, Research Methodology In Social Science, 6th Edition, Sultan Chand & Sons, 2009.
5. Dr Vijayalakshmi & Dr Sivapragasam, Research Methods Tips & Techniques, 1st Edition, M J P Publishers, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SMTX5003	STATISTICS FOR MANAGEMENT	L	T	P	Credits	Total Marks
		3	1	-	4	100

UNIT I **10 hrs.**

Correlation coefficient – Rank Correlation coefficient – regression coefficients – Regression lines – Fitting curves of the form $y = a + bx$, $y = a + bx + cx^2$, by the method of least squares.

UNIT II **10 hrs.**

Probability – Addition and Multiplication theorems – Conditional Probability – Bayes theorem (**without proof**)
Theoretical distributions (Mean, Variance and applications only); Binomial, Poisson and Normal (**No derivations**)

UNIT III **10 hrs.**

Sampling I: Basic sampling concepts-Z test for single mean, two sample means single proportions, two sample proportions-Student's t test for single mean, two sample mean- Paired t test- F test ANOVA (**One way and Two way – applications problems only**)

UNIT IV **10 hrs.**

Sampling II – Chi-Square test of goodness of fit-Independence of Attributes-Non-parametric test-sign test-one sample run test, Kruskal Wallis H test- Mann Whitney U test- Kolmogorov Smirnov (K-S) test.

UNIT V **10 hrs.**

Multivariate analysis (**Theory only**) - Partial and Multiple Correlations-Elementary concepts of factor analysis-Multiple Regression analysis-Discriminant analysis-Cluster analysis and co-joint analysis

TEXT/REFERENCE BOOKS:

1. Levin and Rubin, Statistics for Management, 7th Edition, Prentice hall of India, 1998.
2. Gupta S.C , Statistics, Himalaya Publisher, 1984
3. Veerarajan. T, Probability, statistics and random Process, 3rd edition,Tata McGraw Hill,2002
4. Vittal P.R, Business Statistics, Margham Publications, 3rd edition, 2002
5. Beri G, Business Statistics, Tata Mcgraw Hill Publishing Company Limited, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks;

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks;

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX6502	COMMUNICATION LAB	L	T	P	Credits	Total Marks
		-	-	4	2	100

LIST OF EXERCISES

1. Nonverbal communication – Barriers & Filters
2. Letters - Covering letter, Appointment letter, Trade letters, Job acceptance, Rejection letters, Letter pre & post interview.
3. Resume writing
4. Mock interview
5. Group discussion
6. Advertisement copy
7. Negotiation skills
8. Public speaking
9. Presentation skills
10. Business Etiquette (Interview, Office, Casual, Dining, B to B ,Dealing with MNC clients)

SCAX6511	MS-OFFICE LAB	L	T	P	Credits	Total Marks
		-	-	4	2	100

LIST OF EXERCISES

1. Designing a Document
2. Creation of Letter head of a company
3. Creating a Fax
4. Mail Merge
5. Slide presentation showing role of technology in education
6. Slide presentation about our state
7. Slide presentation showing features of our college
8. Calculation of employee net salary using Excel
9. Calculation of examination database using Excel
10. Creation of Bar graph and Pie Chart using Excel
11. Inserting a picture in a chart

SBAX5013	BUSINESS POLICY & STRATEGIC MANAGEMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Introduction: Nature, Special Characteristics and Scope, History and Evolution, Mission & Goals, Objective Setting, Policies –Types and Classifications, Significance.

UNIT II **10 hrs.**

Business and Society: Business as a Sub system of Society, Social Responsibility, Social Audit, Business Ethics, Social Responsibility of Indian Businessman.

UNIT III **10 hrs.**

Business and Environment: Scanning Business Environment, Internal Appraisal or Organisational Appraisal, Techniques for Scanning External Environment- Sources of Data, Impact of International Environment on business.

UNIT IV **10 hrs.**

Formulation of Strategy: Different Approaches to Strategy Formulation – Intuitive Approach etc., Grand Strategy Alternatives –Stability, Growth, Retrenchment etc., - External Growth Strategies.

UNIT V **10 hrs.**

Evaluation / Choice of Strategy : Techniques of Evaluation – Subjective and Objective Techniques – Implementation –Special Considerations in Implementing Policy, MBO,MBE, Mckinsey's Model , A Brief Discussion on Functional Policies – Production , Finance , HRM and Marketing.

TEXT/REFERENCE BOOKS:

1. Azhar Kazmi, Business Policy & Strategic Management, 3rd Edition, Tata McGraw Hill, 2008.
2. Ghosh P.K., Strategic Planning & Management, 11th Edition, Sultan Chand & Sons, 2008.
3. Mammoria, Mammoria & Rao, Business Planning & Policy, 8th Edition, Himalaya Publishing House, 2008.
4. Francis Cherunilam, Business Policy & Strategy, 3rd Edition, Himalaya Publishing House, 2010.
5. Dr Subba Rao, Business Policy Management, 9th Edition, Himalaya Publishing House, 2008.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks: 80

Exam Duration: 3 hrs.

PART A: 10 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 7 questions to be answered 35 Marks

PART B: 5 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 3 questions to be answered 30 Marks

PART C: 1 Case Study is compulsory carrying 15 marks

15 Marks

SCAX5025	MANAGEMENT INFORMATION SYSTEM	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Definition – Computer based user machine system – Integrated system – Need for a database – Utilization of models – Evolution – Subsystems – Organizational subsystems – Activities subsystems

UNIT II **10 hrs.**

Basic model – Hierarchical – Specialization – Formalization – Centralization – Modifications of basic organizational structure – Project organization – Lateral relations – Matrix organization – Organizational culture and power organizational change

UNIT III **10 hrs.**

Operating elements – Physical components – Processing functions – Outputs – MIS support for decision making – Structured programmable decisions – Unstructured non-programmable decisions – MIS structure based on management activity and organizational functions – Synthesis of MIS structure

UNIT IV **10 hrs.**

Data representation – Communication network – Distributed systems – Logical data concepts – Physical storage devices – File organizations – Data base organization – Transaction processing-Database/managerial Database-Comparison of DBMS-design principles of Database-Administration-Advantages and Disadvantages of Database

UNIT V **10 hrs.**

System Analysis and Design (SAD): The work of a system analyst-system design-Data collection and preparation-Detail system design-Implementation-Evaluation and Maintenance of MIS-Pit falls in MIS Development-Developing strategy – Lifecycle definition stage – Lifecycle development stage –Project management

TEXT/REFERENCE BOOKS:

- Gordon. B. Davis, Margrethe H. Olson - Management Information Systems: Conceptual Foundations, Structure and Development –2nd Edition, Tata-Mc Graw Hill International Book Company, 2000
- E.Wainright Martin, Carol. V. Brown, Danial W. DeHayes, Jeffrey A. Hoffer, William C. Perkins, Managing Information Technology, 3rd Edition, Prentice Hall International,1999.
- Harold Koontz, Heinz Wehrich - Essentials of Management, 5th EditionTata McGraw Hill 1998.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5014	INTERNATIONAL TRADE	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I**10 hrs.**

International Marketing – Meaning and Scope –International Marketing vs. Domestic Marketing –Motivation to export-special difficulties in International Marketing- Features of Globalization-Pros & Cons.

UNIT II**10 hrs.**

Market Selection & Entry Decision-Overseas Marketing Research-Competitive Intelligence -International trade policies, tariffs, subsidies and Quotas- Standard clauses of International Sales Contract. Joint Venture and new product exploration.

UNIT III**10 hrs.**

Counter Trade-World Trade in services – GATT, WTO- Institutional infrastructure for export promotion in India –EXIM Bank –ECGC-Export Finance and Export Promotion Measures.

UNIT IV**10 hrs.**

Procedure for execution of export order -Export of Goods-Export by Air and Sea - Export documents - Marine Insurance-Principles-Coverage of Risk - Settlement of Claims.

UNIT V**10 hrs.**

Terms of payment & Letter of credit –Types , process, advantages-overview of EXIM policy. Foreign Exchange: Exchange rate determination-Exchange rate system-Advantages & Disadvantages. UKUY and DEPB incentive schemes.

TEXT/REFERENCE BOOKS:

1. Francis Cherunilam, International Business Environment, 3rd Edition, Himalaya Publications, 2010.
2. Dr Subba Rao. P, International Business, 2nd Edition, Himalaya Publications, 2010.
3. Dr Varshney.R.L & Bhattacharya. B, International Marketing Management, 22nd Edition, Sultan Chand & Sons, 2009.
4. Warren J Keegan, Global Marketing Management, 7th Edition, Pearson Education, 2009.
5. Chandran. R, International Business, 2nd Edition, Jaico Publishers, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered

40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered

40 Marks

SBAX6503	SPSS LAB	L	T	P	Credits	Total Marks
		-	-	4	2	100

LIST OF EXERCISES

1. Introduction to SPSS - Creation and alteration of a file
2. Result Analysis
3. Investment analysis
4. Frequency analysis - Preparation of charts and diagrams
5. Cross tabulation
6. Regression
7. Correlation
8. Rank Correlation
9. ANOVA
10. Chi-square test

SCAX6512	ORACLE LAB	L	T	P	Credits	Total Marks
		-	-	4	2	100

LIST OF EXERCISES

1. Study of RDBMS and Oracle
2. Study of DDL (Data Definition Language) Commands
3. Study of DML (Data Manipulation Language) Commands.
4. Study of DQL (Data Query Language) Commands.
5. Study of TCL (Transaction Control Language) Commands.
6. Implementation SQL / Oracle Built-in Functions.
7. Study of Integrity Constraints on Tables.
8. Study of Joins and Group By Commands.
9. Implementation of Sub Queries in SQL.
10. Implementation of Data Base Objects.

SBAX5017	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Meaning of Investment - Difference between Speculation and Investment; Investment alternatives. Security. Risk and return calculations -Types of risks - Valuation of Securities, Zero Growth Model, Constant Growth Model, Two & Three Growth Model.

UNIT II **10 hrs.**

Financial Market- Primary Market- Secondary Market-Stock Exchanges- Meaning – Features – Functions – SEBI – Rights, Powers – Functions – NSE – BSE – Derivatives – Options – Futures – Forward Contracts.

UNIT III **10 hrs.**

Security analysis-Fundamental analysis- Technical analysis- Tools & Charting techniques-Efficient Market Hypothesis.

UNIT IV **10 hrs.**

Portfolio Management - Introduction & process - Traditional / Modern portfolio - Return & risk calculation-Correlation coefficient-Portfolio risk& return of two and three security portfolios.

UNIT V **10 hrs.**

Markowitz portfolio model-Utility curves in portfolio selection -Capital asset pricing model -Capital market line & Security market line - Portfolio performance- Sharpe , Treynor and Jensen's index - Portfolio revision.

TEXT/REFERENCE BOOKS:

1. Bhalla.V.K, Investment Management, 4th Edition Sultan, Chand & Co, 2008.
2. Punithavathi Pandian, Security Analysis & Portfolio Management, 2nd, Vikas Publications, 2009.
3. Avadhani, Security Analysis & Portfolio Management, 9th Edition, Himalaya Publications, 2009.
4. Prasanna Chandra, Investment & Portfolio Management, 2nd Edition, Tata McGraw Hill, 2005.
5. Preeti Singh, Security Analysis & Portfolio Management, 17th Edition, Himalaya Publications, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks; **should have 8 theory questions and 4 problems;**
with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks; **should have 3 theory questions and 3 problems;**
with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5020	ADVANCED FINANCIAL MANAGEMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I**10 hrs.**

Risk Analysis in Investment Decision – RAD Approach , CE Approach , Probability Distribution Approach – Decision Tree Approach, Sensitivity Analysis and Simulation Analysis.

UNIT II**10 hrs.**

Dividend Models- Walter Model, Gordon Model, M.M. Irrelevance Approach. Factors Affecting Dividend. Practical Aspects of Dividend Policies.

UNIT III**10 hrs.**

Leasing – Types- Valuation of Lease .Differences between Lease and Hire Purchase. Mutual Funds –Types - Legal Aspects - Advantages. Recent Developments in Factoring-Procedures, Types.

UNIT IV**10 hrs.**

Corporate Restructuring – Mergers and Acquisitions – Types – Legal Procedure – Financial Evaluation of Merger. Take Over – Types, Takeover Code. Joint Ventures- Characteristics , Forms. Inflation in Financial Decisions- Inflation and Value of the firm – Inflation and Capital Budgeting Decisions – Inflation and Financial Markets.

UNIT V**10 hrs.**

Venture Capital – Characteristics, Stages, Institutions. Capital Market-Structure, Players in the Market – SEBI Guidelines- Recent Trends in Capital Market. New Issue Market- Definition, Functions, Private Placement, Rights Issue, Money Market.

TEXT/REFERENCE BOOKS:

1. Prasanna chandra, Fundamentals of Financial Management, 4th Edition, Tata McGraw Hill, 2005.
2. Khan & Jain, Financial Management Text, Problems & Cases, 4th Edition, Tata McGraw Hill, 2004.
3. Pandey.I.M, Financial Management, 9th Edition, Vikas Publications, 2009.
4. Guruswamy.S, Financial Services, 2nd edition, Tata McGraw Hill, 2009.
5. Balla.V.K, Financial Management and Policy, 5th Edition, Anmol Publications, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks; **should have 8 theory questions and 4 problems;**
with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks; **should have 3 theory questions and 3 problems;**
with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5025	TAX MANAGEMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Fundamentals of Taxation- Direct and indirect taxes – Basic concepts – person, definition of income - agricultural Income- Different classes of Assessee - Assessment year - previous year. Residential status - Capital and Revenue Expenditure under Taxations - Exempted incomes.

UNIT II **10 hrs.**

Computation of salary income- Definition, allowances, perquisite and profits in lieu of salary-Deduction U/S 80c

UNIT III **10 hrs.**

Computation of income from house property-charging provisions - exempted house property-Different types of rental values-determination of ARV in different types of House property-Deductions U/S 24.

UNIT IV **10 hrs.**

Computation of profit and gain of business or profession - Charging provisions - Deductions U/S 30 to 37 - Deemed profits - Computations of capital gains-Exemptions U/S 54 - Income from other sources, interest on securities.

UNIT V **10 hrs.**

Set off and Carry forward of losses-Deductions in computation of Total income of individuals.

TEXT/REFERENCE BOOKS

1. Gaur.V.P. & Narang.D.B., Income Tax Law & Practice, 1st Edition, Kalyani Publications, 2010.
2. Vinod K. Singhania & Kapil Singhania, Direct Taxes, 44th Edition, Taxman Allied Services Pvt.Ltd, 2010.
3. Girish Ahuja & Ravi Gupta, Direct Taxes Ready Reckoner, Bharat Law House Pvt. Ltd, 2010.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks; **should have 6 theory questions and 6 problems;**
with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks; **should have 3 theory questions and 3 problems;**
with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5026	BANKING AND INSURANCE	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Meaning of Banking- Banking Regulation Act 1949, Definition of Banking - Classifications of Banks and Types of Banking- Commercial Banking - Functions, Central Banking -Functions – RBI Guidelines.

UNIT II **10 hrs.**

Opening Bank Account - Types of Deposit Account, Account holders - Methods of Remittance - Technology in Banking.

UNIT III **10 hrs.**

E- Banking- An overview, Electronic Money- Electronic Funds Transfer, Electronic Clearing Services- Electronic Payment System, INFINET.

Internet Banking: Mechanics of Internet Banking- International Banking vs. Traditional Banking- Issues and Drawbacks.

Mobile Banking: Features and Issues, Telephone Banking: Mechanism- Drawbacks.

UNIT IV **10 hrs.**

ATM Features and Mechanism- Plastic Money, Customer Grievances, Redressal Ombudsman.

UNIT V **10 hrs.**

Introduction to Life Insurance, General Insurance, Fire Insurance and Marine Insurance- Principles – Market Players in India- Insurance Products- Insurance Documents.

TEXT/REFERENCE BOOKS:

1. Dr.Gurusamy.S, Banking Theory Law and Practice, 2nd Edition, Tata McGraw Hill, 2009.
2. Muraleedharan.G., Modern Banking, 1st Edition, PHI Learning Publications, 2009.
3. Gulati, Neelam, Principles and Insurance Management, 1st Edition, Excel Books, 2009.
4. Jyolsna Sethi & Nishwan Bhatia, Elements of Banking & Insurance, 1st Edition, Prentice Hall Inc., 2007.
5. Murthy.A, Elements of Insurance, 2nd Edition, Margham Publications, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5015	SERVICE MARKETING	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Marketing services: Introduction - Growth of service sector - Characteristics of services- Classification of services-Concept of services- Need for Service Marketing –Tangibility Spectrum. Designing of the service – Blueprint - Service Mapping- Development of service sector.

UNIT II **10 hrs.**

Marketing Mix in Service Marketing: The Seven P's: Product decision, Pricing Strategies and Tactics, Promotion of services and Placing & distribution methods for service. Additional dimension in service marketing – People, Physical Evidence and Process.

UNIT III **10 hrs.**

Internal Marketing of Services-External vs. Internal orientation of service strategy - CRM - Service Quality Dimensions -Quality gap. Customer expectation vs. perceived service gap-services quality specifications vs. perception of customer expectations – factors and techniques to resolve these gaps.

UNIT IV **10 hrs.**

The Promise vs. Delivery Gap – Service Delivery vs. External Communication to customer-measure to resolve these gaps - developing appropriate and effective communication about service quality-Service Recovery-Marketing Demand & Supply through capacity planning and segmentation.

UNIT V **10 hrs.**

Marketing of service with reference to Financial services, Health services, Hospitality services including travel, Hotels and Tourism; Professional services; Public utility services & Educational services.

TEXT/REFERENCE BOOKS:

1. Valarie A.Zeithmal & Mary Bitner, Service Marketing, 5th Edition, Tata McGraw Hill, 2008.
2. Helen Woodruffe, Service Marketing, 1st Edition, Pearson Education, 1998.
3. Christopher Lovelock, Service Marketing, 5th Edition, Pearson Education, 2009.
4. Bhattacharya, Service Marketing, 1th Edition, Excel Books, 2006.
5. Jha S.M, Service Marketing, 4th Edition, Himalaya Publishing House, 2010.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks: 80

Exam Duration: 3 hrs.

PART A: 10 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 7 questions to be answered 35 Marks

PART B: 5 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 3 questions to be answered 30 Marks

PART C: 1 Case Study is compulsory carrying 15 marks

15 Marks

SBAX5016	ADVERTISING MANAGEMENT & SALES PROMOTION	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Advertising- Concept - Objectives – Process - Evolution of advertising management.

Market segmentation and Target audience.

UNIT II **10 hrs.**

Message and Copy development; characteristics of good copy, designing,

Creation: Themes, appeals, slogans, headlines, Subheads, texts, illustration, copy layout, Developing USP- Mass Media: selection – planning - scheduling.

UNIT III **10 hrs.**

Advertising Budgets –Types. Advertising agencies - Organizations and Operation - Role of Advertising Agencies-Functioning – Skills and Service client Relationship. Internet Advertising – Functions.

UNIT IVt **10 hrs.**

Sales promotion-Definition - Role –Objectives – Types (Consumer & Dealer)

UNIT V **10 hrs.**

Control: Advertising effectiveness-Pre & Post testing techniques; Ethics in advertising , Economic and social relevance of advertisements.

TEXT/REFERENCE BOOKS:

1. Chunnawalla Kumar , Sethia, Subramanian, Suchak, Advertising Management, 5th Edition, Himalaya Publishing House, 2007.
2. Rathor.B.S, Advertising & Personal Selling, 1st Edition, Himalaya Publishing House, 2008.
3. Belch, Advertising Excellence, 7th Edition, Tata McGraw Hill Inc, 2009.
4. Wells, Advertising Principles & Practice, 7th Edition, Pearson Education, 2009.
5. Kazmi, Batra, Advertising & Sales Promotion, 3rd Edition, Excel Books, 2008.
6. Mishra.M.N, Sales Promotion & Advertising Management, 2nd Edition, Himalaya Publishing House, 2008.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks: 80

Exam Duration: 3 hrs.

PART A: 10 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 7 questions to be answered 35 Marks

PART B: 5 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 3 questions to be answered 30 Marks

PART C: 1 Case Study is compulsory carrying 15 marks

15 Marks

SBAX5019	RELATIONSHIP MARKETING	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Relationship Management - Relationship Marketing and Traditional Transaction Approach – Significance - Customer Acquisition - Requisites - Customer Loyalty – Strategies -Optimizing Customer Relationship

UNIT II **10 hrs.**

Customer Retention-Stages – Strategies - CRM in Marketing - One to One Relationship Marketing - Customer Behaviour Prediction - Customer Profitability

UNIT III **10 hrs.**

Sales Force Automation - Sales Process - Activity - Contact -Lead and Knowledge Management - Field Force Automation

UNIT IV **10 hrs.**

Analytical CRM – Managing Customer Data - Database Marketing - Call Centre - Telemarketing - Data Mining-Functions, Process

UNIT V **10 hrs.**

CRM Implementation – Defining Success Factors - Choosing CRM Tools - CRM Development - Delivery - Measurement - Conflicts – Complaints Management

TEXT/REFERENCE BOOKS:

1. Peeru Mohammed & Sagadevan.A, Customer Relationship Management, 1st Edition, Vikas Publications, 2009.
2. Shainesh & Seth, Customer Relationship Management a Strategic Prespect,1st Edition, McMillan, 2010.
3. Chaturvedi & Chaturvedi, Customer Relationship Management, 1st Edition, Excel Books, 2007.
4. Paul Greenberg, Customer Relationship Management, 3rd Edition, Tata McGraw Hill, 2009.
5. Govinda Bhat, Customer Relationship Management, 1st Edition, Himalaya Publishing House, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks: 80

Exam Duration: 3 hrs.

PART A: 10 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 7 questions to be answered 35 Marks

PART B: 5 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 3 questions to be answered 30 Marks

PART C: 1 Case Study is compulsory carrying 15 marks

15 Marks

SBAX5023	BRAND MANAGEMENT & RETAIL MARKETING	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Brand - Definition, Importance, Methodology, Types-Brand Name, Types, Methodology. Positioning- Types, Needs, Advantages and Limitations - Perceptual Map- Brand Identity Traps- Overcoming. Brand Image.

UNIT II **10 hrs.**

Brand personality - Models, Scale, Brand Loyalty- Types, Increasing Brand Loyalty, Building Brands- Advantages, Process, Brand Leverage - Reasons, Advantages, Methods, Brand Extensions, Types. Brand Equity, Aaker's Approach, Keller's Approach.

UNIT III **10 hrs.**

Brand promotion strategies- advantages, limitations, strategic brand management-uses, and limitations. Building retail brands.

Retailing, Definition, Systems, Structure, Formats- Services Offered by Retailers- Shopping/ Buying Behaviour- Observation, Need, Advantages, Limitations- Duties of Sales Personnel in Enhancing Shopping and Buyer Behaviour.

UNIT IV **10 hrs.**

Retail store layout- Types, Need, Advantages and Limitations of Each Layout- Merchandize Planning- Need, Factors Influencing, Advantages, Limitations- Retail Pricing- Types, Need.

UNIT V **10 hrs.**

Promotion strategies- Creative Display, POP, Façade Display- e-Tailing- Advantages, Limitations, Indian Retail Scenario- Current and Emerging Trends.

TEXT/REFERENCE BOOKS:

1. Moorthy Y.L.R, Brand Management The Indian Context, 2nd Edition, Vikas Publications, 2009.
2. Pati, Debashis, Branding- Concepts And Cases, 2nd Edition, Macmillan Business Books, 2003.
3. David Aaker, Brand Management, 1st Edition, Tata McGraw Hill, 1987.
4. Gilbert, Retail Marketing Management, 2nd Edition, Pearson Education, 2009.
5. Levy&Weitz, Retail Management, 6th Edition, Tata McGraw Hill, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks: 80

Exam Duration: 3 hrs.

PART A: 10 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 7 questions to be answered 35 Marks

PART B: 5 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 3 questions to be answered 30 Marks

PART C: 1 Case Study is compulsory carrying 15 marks

15 Marks

SBAX5018	INDUSTRIAL & LABOUR RELATIONS	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Human Resource Development in perspective, Impact of Industrial Revolution, Industrial Relations(IR) : Concepts, Importance of Industrial Relations, Nature & Scope of Industrial Relations, Evolution of IR, The Management , The Government , factors affecting Industrial Relations, Characteristics, contributing Disciplines, application of Psychology & Economics to industrial relations, harmonious relations in industry, importance and means to improve; factors affecting employee stability.

UNIT II **10 hrs.**

Industrial Disputes: History and detailed analysis of industrial disputes in India: Trends-Period wise, Sector-wise, Reason-wise analysis, methods of labour protests, Management & Labour Prerogatives- increasing labour responsibility in productivity.

UNIT III **10 hrs.**

Resolving Disputes Legal and voluntary methods for resolving disputes, Conciliation, Arbitration and Adjudication- Collective Bargaining : Meaning, scope & issues, subject matter and parties, methods and tactics, administration of collective bargaining agreements, regulation of strike, lockout, layoff & retrenchment, Machinery under the Act for settlement of disputes, Bi-Partite & Tri-partite machinery –centre and state; codes of discipline Joint Consultative Machinery.

UNIT IV **10 hrs.**

Trade Unions: General features, Trade unions and their growth, Evolution of Trade Unions in India, Need for trade unions, Theories of trade unionism, Problems of Trade Union, structure and classification of trade unions. Objectives & membership of major federations in India, Problems of Indian trade unions, Suggestions for Improvement.

UNIT V **10 hrs.**

Foundations of Industrial Peace: ILO - its functions and role in labour movement – Welfare and Social Security - Rationale and Schemes, Labour under the Constitution, Avenues of Workers Participation in Management, Worker's Education , Grievance Redressal for individual employee.

TEXT/REFERENCE BOOKS:

1. Tripathi, Personnel Mgmt & Industrial Relations, 19th Edition, Sultan Chand & Sons, 2008.
2. Subba Rao, Essentials of Human Resource Management & Industrial Relations, 9th Edition, Himalaya Publishing House, 2009.
3. Arun Monappa, Industrial Relations, 1st Edition, Tata McGraw Hill, 1985.
4. Mammoria & Mammoria, Dynamics of Industrial Relations, 16th Edition, Himalaya Publishing House, 2009.
5. Sharma.A.M., Industrial Jurisprudence and Labour Legislation, 6th Edition, Himalaya Publishing House, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered

40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered

40 Marks

SBAX5021	MANAGERIAL BEHAVIOUR & EFFECTIVENESS	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Managerial Challenge- managerial levels- managerial roles- competencies required for effective manager- managerial factors- effective vs. ineffective managers. Dynamics of Interpersonal Relationships- with subordinates, with peers, with superior.

UNIT II **10 hrs.**

Managerial Effectiveness -Types- efficiency vs. effectiveness- Managerial effectiveness Indian model-The Psycho Philosophical model of managerial effectiveness- The Task Performance Model of Managerial Effectiveness- knowledge worker vs. wisdom worker- Approaches to Competence Building- the art of effective delegation. Effective decision making.

UNIT III **10 hrs.**

Management Development- concepts- objectives- Management Development Programmes- Managing performance through job design. Managerial motivation Managerial leadership- Leadership Styles - activities - skills. Performance measurement for managers.

UNIT IV **10 hrs.**

Time Management- Time wasters- Time audit- Effective use of time. Knowledge Management – Definition- Different approaches . Creativity- definition- blocks of creativity- Overcoming it. Types of thinking –intuition for managers. Negotiation Skills - Characteristics, Different Approaches

UNIT V **10 hrs.**

Self Management- Different Approaches. Stress management. Emotional Intelligence. Total quality management- ISO quality systems- Quality Circles- Balanced Scorecard- Benchmarking

TEXT/REFERENCE BOOKS:

1. Fred Luthans, Organisational Behaviour, 12th Edition, Tata McGraw Hill, 2010.
2. Mamoria & Mamoria, Subba Rao , Business Planning and Policy, 7th Edition, Himalaya Publishing House, 2006.
3. Harold Koontz, Principles of Management, 1st Edition, Tata McGraw Hill, 2004.
4. Dr. Tripathi P.C, Human Resources Management, 5th Edition, Sultan Chand & Sons, 2009.
5. Dr. Prasad L.M., Management Process & Organisational Behaviour, 1st Edition, Sultan Chand & Sons, 2008.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5022	HUMAN RESOURCE DEVELOPMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Nature And Scope: Introduction – Evolution of HRD as a management philosophy-scope and importance-Personnel management vs. HRD- Human resource system designing , HR policies , Competencies required for HRD function, future of HRD , Assessing peculiar needs of different types of organisation.

UNIT II **10 hrs.**

Induction and Career Management: Human Resource Planning scheme for large organisations- Managerial Approach and important steps involved. Initiating the new employee into the organisation –Detailed Induction Programme-Career Planning & Development, Succession Planning –Executive Grooming, Mentoring.

Quality of Work Life(QWL), Preconditions to QWL, How to improve QWL.

UNIT III **10 hrs.**

Development and Initiatives: Setting up and maintaining an effective Training & Development department, Self Development and Management Development-Managerial Issues, Various Techniques of Training and Development suitable to advanced Applications , O.D Initiatives.

UNIT IV **10 hrs.**

Appraisal and Counseling: Performance Assessment and Performance Management

Advanced Appraisal Techniques - Behavioral Anchored Ratings, 360 Degree Appraisal, Balanced Scorecard, Assessment Center, Potential Appraisal. Vocational & Performance Counseling and Interpersonal feedback-Developing Dynamic relationship through effective counseling.

UNIT V **10 hrs.**

e-HRD - HR Records and Audit, Typical Audit procedure for large organizations - HRD Interface - Loyalty towards Organisation, Identification with organisation interests - Organisational Empowerment - Time management.

TEXT/REFERENCE BOOKS:

1. Pareek Udai & Udaya Kumar Halder, Human Resource Development, 1st Edition, Oxford University Press, 2009.
2. Rao.T.V, Performance Management and Appraisal System,1st Edition, Sage Publications, 2004.
3. Silvera D.M, Human Resource Development -The Indian Experience, New India Publications, 1990.
4. Dr. Rathna Reddy. B, Effective Human Resource Training & Development Strategy, 1st Edition, Himalaya Publishing House, 2009.
5. Battacharya. D.K, Human Resource Development, 2nd Edition, Himalaya Publishing House, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks

SBAX5024	ADVANCED LABOUR LEGISLATION	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Legal Administration and Court practices. Industrial Employment (Standing Orders) Act, 1946: Objects, Concepts and Nature of Standing Orders – Provisions regarding certification and operation of standing orders –Contract Labor(Abolition & Regulation) Act, The Shops and Commercial Establishments Act.

UNIT II **10 hrs.**

Factories Act, 1948: Objects, definitions, Provision's relating to - Health, Safety, Welfare, working hours and leave, Women and Young Persons, Special Provisions on Hazardous Factories. Apprentices Act, 1961- Nature of Apprenticeship Contract, Duties and obligations of the Employer and apprentice, Powers of the Apprentice Advisor, Allotment of Apprentices to Designated Trades.

UNIT III **10 hrs.**

Employee's State Insurance Act, 1948: Objects, The Employee's State Insurance Corporation and Types of Benefits, Rules regarding Contributions , Rules regarding Benefits– Standing committee and medical benefit council provisions relating to contributions – Offences and penalties – Miscellaneous provisions. Trade Union Act, 1926: Objects – Registration of trade unions – Rights and liabilities of registered trade unions – Registered and Recognised Union Procedure. Maternity Benefit Act,1961

UNIT IV **10 hrs.**

Industrial Disputes Act, 1947: Objects – Industrial Dispute and Individual Dispute – Authorities for settlement of Industrial Disputes – Reference to Industrial Disputes – Procedure – Powers and duties of authorities – Strike – Lock-out – Lay-off – Retrenchment – Unfair Labour Practices. Payment of Wages Act, 1936: Objects – Provision relating to responsibility for payment of wages – Authorised deductions, limits to deductions. Employee's Provident Funds and Miscellaneous Provisions Act,1952

UNIT V **10 hrs.**

Payment of Gratuity Act, 1972 - Payment of Bonus Act, 1965 – Computation of available surplus & allocable surplus, Accounting year, deduction from bonus payable – set on and set off provisions. Minimum Wages Act, 1948: Objects – Fixing of minimum rate of wages – Procedure for fixing and revising minimum wages – Appointment of advisory board – Payment of minimum wages – Maintenance of registers and records contracting out – Powers of appropriate government offences and penalties.

TEXT/REFERENCE BOOKS:

1. Kapoor N .D, Legal and Regulatory Frame work of Business, 1st Edition, Sultan Chand & Sons, 2009.
2. Padhi.P.K., Labour & Industrial Law, 1st Edition, PHI Learning Publications, 2009.
3. Reshma Arora, Labour Law, 1st Edition, Himalaya Publishing House, 2008.
4. Sharma.A.M., Industrial Jurisprudence and Labour Legislation, 6th Edition, Himalaya Publishing House, 2009.

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

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40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered

40 Marks

SCAX5020	ENTERPRISE RESOURCE PLANNING FOR MANAGERS	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Introduction to ERP- Its Evolution, its Growth, Its Advantages , Its need, Integrated Management information, Business Modeling, Integrated Data Model. Chain – Supply and demand chain-Extended Supply chain

UNIT II **10 hrs.**

ERP and Related Technologies- BPR, MIS, DSS, EIS, Data Warehousing, Data Mining, OLAP . A Manufacturing Perspective-MRP, BOM, Closed Loop MRP,MRP-II,DRP,JIT and Kanban, CAD/CAM, PDM, Data Management, Benefits of PDM,MTO and MTS,ATO,CRM

UNIT III **10 hrs.**

Benefits of ERP, ERP Modules – Finance, Plant Maintenance, Quality Management ,Materials Management. ERP Market : SAP AG, People Soft, BAAN and ORACLE, JD Edwards.

UNIT IV **10 hrs.**

ERP Implementation Life Cycle – Pro-evaluation Screeing, package Evaluation, Project planning phase, Gap – Analysis, reengineering, Configuraton, implementation team-Training, Testing ,Going Live, END-User Training .Post implementation, Business Models and BAPIs. Convergence on Windows NT, Application platforms, New Business segment and Features

UNIT V **10 hrs.**

ERP Procurement Issues – Market Trends – Outsourcing ERP – Economics – Hidden Cost Issues – ROI – Analysis of cases from five companies

TEXT/REFERENCE BOOKS:

1. Alexis Leon , Enterprise Resource Planning - Tata McGraw-Hill, New Delhi, 2004.
2. Alexis Leon , Enterprise Resource Planning Demystified - Tata McGraw-Hill, New Delhi, 2006

UNIVERSITY THEORY EXAM QUESTION PAPER PATTERN

Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

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40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered

40 Marks

SCAX5023	SOFTWARE QUALITY MANAGEMENT	L	T	P	Credits	Total Marks
		3	-	-	3	100

UNIT I **10 hrs.**

Software Process assessment overview - Assessment phases - Assessment principles - Assessment conduct - Implementation consideration - Quality management - Elements of software quality system – Quality control tools - Quality assurance plan - Considerations – Verification and Validation

UNIT II **10 hrs.**

Need for configuration Management - Software product nomenclature - configuration management functions - Baselines - Responsibilities - Need for automated tools - plan – SCM support functions - The requirement phase Design control - The implementation phase - Test phase - SCM Tools - Configuration accounting and audit.

UNIT III **10 hrs.**

Definitions - Reason for software standards - Benefits - Establishing standards - Guidelines - Types of reviews - Inspection of objectives - Basic inspection principles - The conduct of inspection - Inspection training

UNIT IV **10 hrs.**

Testing: principles - Types - Planning - Development - Execution and reporting – Tools and methods - Real Time testing - quality management paradigm - Quality motivation – Measurement criteria - Establishing a software quality program - Estimating software quality.

Risk Management: Types of Risk – Risk management process

UNIT V **10 hrs.**

Principles of software defect prevention - Process changes for defect prevention - Defect prevention considerations - Managements role - Framework for software process change - Managing resistance to software process change – Quality system implementation: Planning the implementation – implementation strategies.

TEXT/REFERENCE BOOKS:

1. Watts S. Humphrey – Managing the software process, Addison Wesley, 1999
2. John W.Horch – Practical guide to Software Quality Assurance – Second Edition
3. Tsum S.Chow - Software Quality Assurance a Practical Approach, IEEE Computer Society press, 1985.
4. Richard E. Fairley - Software Engineering - A Practitioner's approach, McGraw Hill,1982.

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Max. Marks : 80

Exam Duration : 3 hrs.

PART A : 12 Questions are to be set, each carrying 5 marks

with a minimum of 2 questions from each unit – 8 questions to be answered 40 Marks

PART B : 6 Questions are to be set, each carrying 10 marks

with a minimum of 1 question from each unit – 4 questions to be answered 40 Marks