

2021

ACADEMIC YEAR

COURSE STRUCTURE FOR BACHELOR
OF BUSINESS ADMINISTRATION



#TransformationBeginsHere



SYLLABUS BBA

2021-2024



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Bachelor of Business Administration (BBA) Programme
(Under CBCS Semester System)

Regulations & Syllabus
With effect from 2019 Admission Batch



UTKAL UNIVERSITY
VANI VIHAR, BHUBANESWAR

REGULATIONS

1. The Bachelor of Business Administration (BBA), under CBCS, a three year full-time professional Degree Programme, shall have six semesters. After successful completion of the six semesters, a BBA (Hons.) Degree will be awarded with Distinction to qualified students.

2. Duration:

The duration of the programme shall be 3 years with 6 semesters. Odd semester is from July to December (i.e. 1st, 3rd, 5th semester) and even semester is from January to June (i.e. 2nd, 4th, 6th semester). The examination shall be held tentatively in the month of December and May for odd and even semesters respectively.

3. Number of Papers (Semester wise):

During the course a student has to take the following papers with marks along with their respective credits as given below.

Semester	No. of Papers	Credit	Marks
I	4	16	400
II	4	16	400
III	5	18	450
IV	5	18	450
V	5	18	450
VI	5	18	450
TOTAL	28	104	2600

4. Eligibility Criteria for Admission:

The candidate should have passed +2 Examination of C.H.S.E., Odisha or its equivalent in any discipline with minimum 45% marks in aggregate. The selection would be based on the career and written test with equal weightage.

5. Attendance:

A student has to attend a minimum of 75% of classes in a Semester to be permitted to sit for the semester examination. However, a student with 60% of attendance would be permitted for end semester examination with submission of a medical certificate. In case a candidate is unable to acquire the stipulated attendance at the end of any semester, he/she shall not be allowed to appear the end semester examination of that semester.

6. Classes:

There will be approximately 40 classes of one hour duration for each 100 marks paper in a semester.

7. Examination:

A paper having no practical shall consist of three components as:

(i) Mid-Semester Exam.

20%

(ii) End-Semester Exam.

70%

(iii) Continuous evaluation in terms of class tests, Quizzes, class participation etc.

10%

The papers having practical examinations shall consist of three components as:

(i) Mid-Semester Exam. (Theory)

20%

(ii) End-Semester Exam. (Theory)
50%

(iii) Practical Exam.
30%

A candidate has to secure at least 40% marks both in theory and practical separately to pass the paper and 50% in aggregate in order to pass the examination. The class/division will be awarded on the average performance in the six semesters for BBA (Hons.).

	For BBA (Hons)
50% , but less than 60%	2nd Class (Hons)
60% and above	1st Class (Hons)

Students securing 50% marks in aggregate in first six semesters in first attempt shall be awarded Distinction at BBA (Hons.) examination. Distinction will not be awarded to candidates with back papers. There shall be no provision for third class. A student securing less than 40% in any paper shall be required to sit for the said paper twice within two consecutive next end-term examinations. However, if a candidate has failed in aggregate, he/she shall have the option of appearing either in all papers or in specified paper (s) of his/her choice. His/her class test and Mid-term marks will remain valid. A student would be required to complete the course within five academic years from the date of admission.

Special Examination:

If a candidate fails to clear the paper(s), in two repeat chances, he/she has to sit for a special examination (one chance). In that case his/her previous Mid-term, Class test and End-term marks of all papers in that semester will be cancelled. He/she will have to reappear at all components (class test, midterm test and end term test) again for all the papers in that semester. No more chances will be allowed to a student if he/she fails in the special examination. His/her studentship will be cancelled.

Hard Case Rule:

A case will be treated as hard case, if a candidate in a semester fulfills one of the following cases:

- a) The aggregate falls short of 50% by a maximum of 4 marks and the candidate has passed in all the papers.
- b) The aggregate is short fall by a maximum of 4 marks and failed in up to two papers by a maximum of 4 marks in all the papers taken together.
- c) There is failure in a maximum of two subjects by not exceeding 4 marks taken together having passed in the aggregate.

The hard case will be resolved by awarding extra marks to the tune of short fall in appropriate papers and accordingly revising the aggregate. When the aggregate only falls short, the extra marks to the extent of shortfall will be added to the paper in which the candidate has secured the highest mark.

8. Evaluation process:

(i) Valuation System:

The semester system of examination will have internal system of valuation with a Conducting Board to pass the result.

(ii) Class Tests/ Quizzes/ Presentation:

There shall be class tests/ quizzes/ presentation etc. for each paper carrying maximum of 10 marks/ 5 marks for 100/50 marks paper respectively.

(ii) Mid Semester Examination:

The duration of the examination will be of one hour and maximum marks will be 20 for a 100 marks paper and 10 for 50 marks paper. The concerned faculty member should ensure that the coverage prior to mid-term examination is minimum first and second unit of the paper and the questions will be set from the covered units. The questions will be set in such a manner that to answer them knowledge of both the units will be required. If a candidate fails to appear or failed in the mid-term examination, with the permission of the concerned course teacher he/she can appear at the compensatory mid-term examination before the end semester examination. This would be held once only.

(iii) End Semester Examination:

The end semester examination will be held on consecutive days. There will be one sitting per day. The duration of the examination will be 3 hours for a 70 marks and 2 hours for a 35 marks paper.

(iv) Question Paper Setting:

The question paper should be set in such a manner that:

- a) The question paper should cover all the units.
 - b) 20% of the question should be set from the first two units (covered till mid-term exam)
 - c) 80% of the question be set from the last three units (covered after mid-term exam)
- The questions for the Mid-term examination only shall be set by the faculty member teaching the subject.

(v) Dissertation and Viva-voce Presentation:

During the 6th semester, each student will be required to prepare a dissertation on any topic/ problem of his/her interest under the guidance of a faculty member. The dissertation shall be evaluated for 70 marks and leaving 30 marks for viva voce examination of the 6th semester (i.e. 70% for report and 30% for viva). Absence in the viva will amount to failure in that paper. The dissertation evaluation and the viva voce will be conducted by the internal as well as external examiners.

Grading System:

Grade Mark Secured from 100 Points

Outstanding	'O'	100-90	10
Excellent	'E'	89-80	9
Very Good	'A'	79-70	8
Good	'B'	69-60	7
Fair	'C'	59-50	6
Failed	'F'	Below 50	0

N.B. A Candidate has to secure 40% or above to pass in each of the Papers

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.

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.

CREDIT POINT - (b) X (a) for each course item

CREDIT INDEX - \sum CREDIT POINT of course items

GRADE POINT AVERAGE - $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$

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

$\frac{\text{CUMULATIVE GRADE POINT AVERAGE}}{\text{CREDIT INDEX of all previous semester upto a semester}} = \frac{\text{CREDIT INDEX for a semester}}{\sum \text{CREDIT}}$

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

After successfully completion of the first six semester examination students would awarded Bachelor Degree in Business Administration In addition to grade specified Class / Division shall be awarded at BBA level as follows:

50% and above but less than 60% : 2nd Class Hons.

60% and above : 1st Class Hons.

(However, in case of Distinction, a student has to secure 50% of marks in the first six semesters in one / first chance)

The regulation is subject to modification as and when necessary. The Syllabus shall remain valid from 2016 Admission Batch onwards. The Regulation will supersede all previous regulations.

COURSES OF STUDIES FOR BBA PROGRAMME
(Effective from 2016 Admission Batch)

1st Semester

Code	Subject	Credit	Marks
101	Introduction to Business	4	100
102	English Language and Literature	4	100
103	Quantitative Techniques for Management	4	100
104	Basic Financial Accounting	4	100

2nd Semester

Code	Subject	Credit	Marks
201	Economics	4	100
202	Management Theory and Practice	4	100
203	Cost and Management Accounting	4	100
204	Computer for Management (including practical)	4	100

3rd Semester

Code	Subject	Credit	Marks
301	Psychology for Management	4	100
302	Business Ethics and Corporate Governance	4	100
303	Introduction to Banking and Insurance	4	100
304	Business and Corporate Law	4	100
305	Communicative English	2	50

4th Semester

Code	Subject	Credit	Marks
401	Financial Management	4	100
402	Marketing Management	4	100
403	Human Resource Management	4	100
404	Production and Operation Management	4	100
405	Environmental Studies	2	50

5th Semester

Code	Subject	Credit	Marks
501	Organizational Behavior	4	100
502	Financial Markets and Institutions	4	100
503	Advertisement and Sales Promotion	4	100
504	Management Information System and DSS(including practical)	4	100
505	Indian Society and Culture	2	50

6th Semester

Code	Subject	Credit	Marks
601	Research Methodology	4	100
602	Entrepreneurship and Small Business Management	4	100
603	Organizational Change and Development	4	100
604	Dissertation and Viva-voce	4	100
605	E-Business	2	50

101- INTRODUCTION TO BUSINESS

Unit -I

Introduction to Business: Meaning of business, purpose and mission, objectives, strategies, policies, procedure, programs, budgets; nature of business; objectives of business; essentials of a successful business; qualities of a successful businessman; Classification of industries; Modern business environment; Business process.

Unit- II

Forms of Business Organizations: Meaning and definition; characteristics of an ideal form of business organization; Sole Trader: Meaning; features; merits and demerits. Partnership: Meaning, characteristics; Kinds of Partners; partnership deed; dissolution of partnership firms.

Unit - III

Joint Stock Company: Meaning and definition; characteristics; kinds of companies; distinction between private and public company; merits and demerits of company form of organization; Statutory corporations; Formation of a company.

Unit - IV

Business and Government: Different roles by Government in respect of Industry ,Industrial policy, IDR Act ,Government Department and Quasi -government organizations and their roles in Promotion of Industry. Special Responsibilities of Business and Limits of Social Responsibilities.

Unit - V

Organizational Structure: Formal and informal organizations- Line and staff organization; Principles underlying designing of a structure. Structure and Management of Co-operative organizations. Government and co-operative system. Social Responsibilities and obligations of Business Management, Case Studies

References:

1. S.A.Sherlekar, Modern Business Organisation Management- Himalaya Publishing House
2. J.P.Mahajan, Modern business Organisation - Himalaya Publishing House
3. C.R.Basu, Business and Organisation - TMH
4. Satyaraju and Parthasarathi, Management: Text & Cases PHI
5. Peter Drucker, Process of Management.

102 - ENGLISH LANGUAGE AND LITERATURE

Unit-I

Three pieces of prose from Zest for Life, edited by Dr. Shubendu Mund are to be studied.

- i. " Spoken English" by G.B. Shaw
- ii. "The pleasures of Work " by A.C. Benson
- iii. "On the Rule of the Road" by A.G. Gardinor

Comprehension, Composition, Vocabulary & Usage, Grammar with respect to i, ii & iii above

Unit - II

Three pieces of prose from Zest for Life, edited by Dr. Shubendu Mund are to be studied.

- i. "Science and Human Life" by Bertrand Russel
- ii. "A Fugitive Seeks Refuge" by Winston S. Churchill
- iii. "The Pleasures of Ignorance" by Robert Lynd

Comprehension, Composition, Vocabulary & Usage, Grammar with respect to i, ii & iii above

Unit - III

Three pieces of prose from Zest for Life, edited by Dr. Shubendu Mund are to be studied.

- i. "Three Days to see" by Hellen Keller
- ii. "Science as a Habit of Mind" by S. Radhakrishnan
- iii. "What I Require from Life" by J.B.S. Haldane Comprehension, Composition, Vocabulary & Usage, Grammar with respect to i, ii & iii above

Unit - IV

Three pieces of prose from Zest for Life, edited by Dr. Shubendu Mund are to be studied

- i. "True purpose of Life" by Tai Solarin.
 - ii. "Culture" by K.M. Munshi
 - iii. "My Village My Art School" by Prafulla Mohanty
- Comprehension, Composition, Vocabulary & Usage, Grammar with respect to i, ii & iii above

Unit- V

Comprehension, synthesis of ideas and drawing inferences. Independent passages outside the prescribed texts may be of approximately 300 words.

References

1. Zest for Life

103 – QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Unit-I

Introduction:

Statistics as a subject; functions, importance and limitations of statistics; Planning and execution of a statistical investigation; Census and sample investigation; Descriptive and inferential statistics. Classification of data, Organisation of data using data array, Tabulation, Graphical Presentation, Types of Diagram, Exploratory Data Analysis.

Unit- II

Measures of Central Tendency:

Definition and utility; Characteristics of a good average; Arithmetic Mean; Median; Other positional measures - quartiles, deciles, percentiles; Mode; Relation between Mean, Median and Mode; Geometric and Harmonic Mean; Choice of a suitable measure of central tendency.

Unit- III

Measures of Dispersion:

Meaning and objectives of Dispersion; different measures of Dispersion - Range, Quartile deviation, Mean deviation, Mean Absolute Deviation, Standard Deviation; Comparison of the different measures of dispersion. Measures of relative dispersion- Coefficient of Variation, combined mean and standard deviation; moments, Skewness and Kurtosis; Moments; Coefficients based on moments; Sheppard's correction; skewness; Measures of Skewness; Kurtosis and its measures.

Unit-IV

Correlation and Regression:

Correlation Analysis- Meaning of correlation; Karl Pearson's coefficient of linear correlation; Properties of the correlation coefficient; Advantages and limitations of the coefficient of correlation; Rank correlation; Spearman's Rank correlation coefficient. Regression Analysis - Two lines of regression; some important results relating to regression lines; Correlation coefficient and the two Regression Coefficients; Coefficient of Determination; concept of Multiple Regression.

Unit-V

Time Series Analysis:

Component, Trend analysis, Cyclical Variation, Seasonal Variation, Irregular Variation.

Index number:

Construction; Uses; Price Quantity and value indices, Consistency test of Index Number.

References

1. J.K.Sharma, Pearson.
2. J.S.Chandran- Statistics for Business and Economics, Vikas.
3. Levin & Rubin- Statistics for Management, PHI.
4. A.K.P.C.Swain- A first course in Statistics with Applications, Kalyani.
5. Goon, Gupta, Dasgupta- Fundamentals of Statistics Vol I, World Press.

104 - BASIC FINANCIAL ACCOUNTING**Unit - I**

Financial Accounting: An Introduction: The need Accounting ,Objects and functions of Accounting External and Internal users of Accounting Information, branches of Accounting, Concepts and Conventions, Limitations of Financial Accounting.

Unit - II

Classification of Accounts, Analysis and Recording of Business Transactions, Journal, Rules of Journalizing, Ledger posting ,Completion of the Accounting Process. The preparation of Trial balance, Errors and their rectifications, Preparation of art Book and bank reconciliation Statement.

Unit - III

Understanding and preparation of Income statement and Balance sheet without adjustments and with adjustments.

Unit - IV

The Concept of Depreciation, Causes, Factors affecting dereciation ,Depreciation methods, Accounting for Depreciation.

Unit - V

Understanding Company Accounts Issue, forfeiture and reissue of shares and debentures, understanding company final accounts and schedules.

References:

1. S.P. Jain, K.L. Narang - Financial Accounting, Kalyani Publishers, New Delhi.
2. T.S. Grewal - Introduction to Accountancy, S.Chand &Company, New Delhi.
3. Juneja & Saxena, Introduction to Accounting.

201. ECONOMICS**Unit-I****Introduction to Business Economics : Basic Economic**

Concepts and precepts; Goods, Services, utility, value, wealth, marginalism, time perspective, stock and flow variables equilibrium, Basic principles of Economics, Basic problems of an economy.

Unit-II

Demand and Supply Analysis: Meaning of demand, law of demand, Determinants of Demand, Increase and Decrease in demand, Exceptions to the law of demand, Individual and Market demand; Meaning of supply, Law of supply, Increase and Decrease in Supply, Determinants of supply" Exceptions to the Law of supply, Equilibrium; Elasticity concept; Perfect elasticity, Perfect Inelasticity, Relative Elasticity, Relative Inelasticity;

Unit-III

Elasticity of demand : Price, Income, Cross and Promotional elasticity of demand; Elasticity of supply: Price, Income and Cross elasticity of Supply; Elasticity and Implications for total Revenue determinants of Elasticity, simple numerical problems to be solved.

Unit-IV

Production and cost Analysis : What are costs; Costs as opportunity costs, Accounting vs Economic costs, Accounting vs Economic profit; Production functions in the short run and in the long run producer's equilibrium; Types of costs: Variable and fixed costs, short run and long run costs, Average cost, Marginal Cost; Diminishing Returns and Marginal cost; Production and costs in the long run; Economics and Diseconomies of Scale; Revenue concepts, total revenue, Average revenue and Marginal Revenue.

Unit-V

Market structure and Business Decisions: Distinguishing characteristics between market forms; Perfect competition; Monopoly; Monopolistic competition; Oligopoly; Short run decisions of a firm to shut down; Long run decision of the firm to exit; Practical application of different market forms.

References:

1. Business Economics- D.M. Mithani- Himalaya Publication
2. Modern Micro-Economics: H.L. Aahuja -S.Chand
3. Managerial Economics: P.L. Mehta- Sultan Chand.

202- MANAGEMENT THEORY AND PRACTICES

Unit-I

Introduction: Concept, process and significance of management; Managerial roles; An overview of functional areas of management; Development of management; Classical and neo-classical systems; Contingency approaches.

Unit-II

Planning: Concept, process and types. Decision making - concept and process; Management by Objectives; Corporate Planning; Environment analysis; Strategy formulation.

Unit-III

Organizing: Concept, nature, process and significance; Authority and Responsibility relationships; Centralization and decentralization; Departmentalization; Organization structure - forms and contingency factors.

Unit-IV

Leading: Leadership Theories, Leadership Styles. Communication - Types, process, barriers.

Unit-V

Controlling: Concept and process; effective control system; Techniques of control.

References:

1. Wehrich and Koontz, et al - Essential of Management, TMH.
2. Robbins, SP- Management, Prentice Hall.
3. Stoner, Freeman, Gilbert - Management, PHI.
4. Terry, Franklin - Principles of Management, AITBS.
5. L.M.Prasad - Principles and Practice of Management, Sultan Chand.

203. COST AND MANAGEMENT ACCOUNTING

Unit - I

Overview of Cost Accounting, Concepts and practices. Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Management Accounting : Scope, Objects and Functions and Limitations of Management Accounting, Tools and Techniques of Management Accounting

Unit - II

Classification of Cost, Cost Center and Cost Unit, Preparation of cost sheet, Allocation and Absorption of Overhead, Preparation of Labour cost & Machine cost.

Unit - III

Marginal Costing and Cost - Volume Profit Analysis.

Unit - IV

Job, Contract and Process costing.

Unit - V

Budgetary Control, Standard Costing and Variance Analysis.

References

- 1 Cost Accounting, S. P. Jain & K.L. Narang, Kalyani Publishers.
2. Nigam B.M.L. & Jain, I.C., Cost Accounting An Introduction, PHI.

204-COMPUTER FOR MANAGEMENT

Unit-I

Fundamentals: Concepts of computers, Application areas, Classification of Computer System. Data representation and Binary Numbers, computer hardware and software.

Unit-II

ALS, Internal organization of ALU, Types of memories, selection of memory systems, role of control unit, data communication, LAN and WAN, Switches, hubs, routers, idea of distributed systems, the internet, world wide web, search engine, email, home page.

Unit-III

programming, concept, flowchart, algorithms, programming languages and packages, batch processing, multi programming, parallel process, stored programme concept, programme execution, fetch decode, execute cycle, arithmetic, Logic and shift operations.

Unit-IV

Operating Systems, DOS, WINDOWS, Conventional machines, digital logic machine, operating system, basic idea of an OS, OS as a resource manager, memory management, input output management.

Unit-V

Web fundamentals, internet and WWW internet, internet based E Commerce, issues, problems, prospects.

References:

1. Balguruswami - Computer Fundamentals.
2. V.Rajaraman - Computer Fundamentals.

301. PSYCHOLOGY FOR MANAGEMENT

Unit - I

a. Psychology: Its nature, scope and methods.

b. Biological Bases of Behaviour: Neurons, Nervous system. Its basic structure and function, The brain, Lateralization of the cerebral centre, The endocrine system

Unit - II

a. Sensation and Perception

Sensation: The raw material of understanding: Sensory threshold, Sensory adaptation Vision, Hearing, Touch and other skin senses, Smell and taste, Kinesthetic and vestibule sense

Perception

Perception: The focus of attention Perception: Same organizes principles. Constancies and illusions
The plasticity of perception

b. Learning

Classical conditioning, Operant conditioning, Observational learning

Unit - III

a. Memory

Human memory: The information processing approach Sensory memory, Short - term memory, Long - term memory, Forgetting from long term - memory, Memory in natural contexts, Biological bases of memory

b. Cognition : Thinking, Dealing and Communicating

Thinking: Forming concepts and reasoning to conclusions Making decisions: Problem solving and creativity Language: The communication of information

Unit - IV

a. Motivation and Emotion

Motivation: The activation and persistence of behavior Emotion: Their nature, expansion and impact

b. Measuring Individual Differences: The Nature of Psychological Testing Psychological Tests: Reliability, validity and standardization, The nature and measurement of human intelligence. Human intelligence: The role of heredity and the role of environment. Measuring interests, aptitudes and achievements

Unit - V

Social Thought: How we think About Others and the Social Culture a. Attribution: Understanding the causes of others behavior Social cognition: How we process social information Attitudes: Evaluations of the social world Prejudice and discrimination Social Behavior :Social influence: Changes other behavior ,conformity compliance, obedience Attraction and love: Interpersonal attraction, pro social behavior

Reference:

1. Morgan & King - Introduction to psychology
2. Alkinson & Alkinson - Introduction to psychology
3. Barron - Introduction to psychology

302 - BUSINESS ETHICS AND CORPORATE GOVERNANCE

Unit I

Business Ethics, Meaning, Scope, Nature and value of management, need for ethical decisions by managers, value of management ethics, management integrity, types of integrity and developmental integrity, Ethical planning.

Unit II

Social Responsibilities of Business, concept, rationale, dimensions and tools of social responsibilities, social responsibility and social responsiveness.

Unit III

Ethics in management, Ethical theories, Enterprise mission, institutionalizing ethics, code of ethics and its implementation.

Unit IV

Social responsibilities of Indian Business firms, towards share holders, consumers, Government, Community etc.

Unit V

Corporate Governance, meaning, scope and nature, trends in Governance practices, Corporate Governance Issues, Role of Auditors, OECD principles, and SEBI Guidelines.

Reference :

1. Business Ethics and Corporate Governance, CSV Murthy, HHP.
2. Business Ethics, CSV Murthy, HPH.

303 - INTRODUCTION TO BANKING & INSURANCE**Unit- I**

Banking Business in India, Banking Legislations, Structure of Indian Banking System, Recent Developments in Banking Industry, Roles of Banks, Principles of Banking, Banker - Customer Relationship

Unit - II

Organization of bank lending (Loans and advances, Priority sector lending, Export credit), project and working capital finance, Deposit and Credit Services, Payment and Remittance Services, Collection Services and the different products there under.

Unit – III

Practical banking, Annual reports and balance sheet of a bank, Electronic banking, (POS) Banking Regulatory Norms- Know your customer (KYC), Anti Money Laundering (AML) Guidelines.

Unit - IV

Indian insurance industry: Transition and Prospects, legal frame work, Insurance- Basic concepts and principles, Classification of Insurance, reinsurance, Principles Governing Marketing of Insurance products.

Unit - V

Channels of distribution for insurance products, policy servicing and claim settlement, Registration of Insurance Companies, Licensing of Insurance Agents, Professional standards, Code of Conduct for insurance agent, Protection of Policyholder's Interest.

References:

1. Banking Theory, Law and Practice – Gordon & Natarajan (HPH)
2. Insurance Management - Anand Ganguly (New Age)
3. Insurance and Risk Management - P.K. Gupta (HPH)
4. Banking & Insurance Principles & Practices – Neelam C. Gulati (EB)

304. BUSINESS AND CORPORATE LAW**Unit - I**

Indian Contract Act - essential elements of contract, offer and acceptance, consideration, capacities of parties, free consent legality of objects, contingent contract, discharge of contract. Special Contract Act - Quasi - Contracts, indemnity and guarantee, bailment and pledge, contract of agency.

Unit - II

Sales of Goods Act - introduction, conditions and warranties, transfer ownership of property in goods, performance of the contract of sale, remedial measures.

Unit - III

Indian partnership Act - nature of partnership, formation of partnership, relation of partners to one another, relation of partners to third parties, reconstitution of a firm, dissolution of a firm.

Unit - IV

Negotiable Instruments Act - negotiable instruments - parties, negotiation presentation, dishonor, crossing and borrowing of cheques, GATT, FERA, Export Import exim policy.

Unit - V

Information Technology Act, Cyber Laws in India, Digital Signature, Computer Crimes, Regulation of certifying Authorities, Intellectual property right Act.

References:

1. Mercantile Law - N.D. Kapur, Sultan Chand.
2. Business Law - Tulsian TMH.
3. Business Law - P.R. Chandha, Gogolia.

305 – COMMUNICATIVE ENGLISH

Unit-I The Elements of Communication

- 1.1 the importance of communication through English at the present time
- 1.2 factors that influence communication: sender, receiver, channel, code, topic, message, context, feedback
- 1.3 the importance of audience and purpose
- 1.4 the information gap principle : given and new information ; information overload
- 1.5 critical and creative thinking
- 1.6 verbal and non-verbal communication: body language

Unit-II The Sounds of English

- 2.1 vowels, diphthongs, consonants, consonant clusters
- 2.2 the International Phonetic Alphabet (IPA) ; phonemic transcription

Unit-III Stress and Intonation

- 3.1 syllable division and word stress
- 3.2 sentence rhythm and weak forms
- 3.3 contrastive stress in sentences

Unit-IV Intonation

- 4.1 intonation : falling, rising and falling-rising tunes
- 4.2 varieties of Spoken English : Standard Indian, American and British
- 4.3 problems of Indian speakers (particularly from the Eastern region) in the pronunciation of English.

(Note: This unit should be taught in a simple, non-technical manner, avoiding technical terms as far as possible.)

Unit-V Review of English Grammar

- 5.1 Stative and dynamic verbs
- 5.2 the auxiliary system ; finite and non-finite verbs
- 5.3 tense and time
- 5.4 Aspect
- 5.5 Voice
- 5.6 Modality
- 5.7 Negation
- 5.8 interrogation ; reported and tag questions
- 5.9 complex noun phrases
- 5.10 Concord
- 5.11 phrasal verbs

(Note T h e teaching of grammar should be treated as a diagnostic and remedial activity and integrated with communication practice activities. The areas of grammar in which errors are common should receive special attention when selecting areas for review. Teaching need not be confined to the topics listed above.)

References:

1. Effective English Communication by Mohan, TMH
2. Effective Technical Communication by M.Ashraf Rizvi (Tata McGraw Hill)
3. Business Communication Today by Bovee et al (Pearson)
4. “Ship or Sheep” by Ann Baker (Cambridge)
5. “Tree or Three” by Ann Baker (Cambridge)
6. A University Grammar of English by Quirk et al (Pearson)

- 7 Business Communication by Meenakshi Raman and Prakash Singh (Oxford)
8. Speaking and writing for effective Business Communication by Francis Soundararaj, Macmillan

401 - FINANCIAL MANAGEMENT

Unit -I

Concepts, objectives and scope of financial management, functions of a finance manager in contemporary business environment.

Unit-II

Financial Analysis: Tools of analysis: Ratio analysis, Preparation and interpretation.

Unit - III

Managerial uses of funds flow and cash flow statement their preparation and analysis.

Unit -IV

Time value of money, Concept of Risk and Returns: Risk and return calculations for individual security and portfolio concept.

Unit -V

Capital Budgeting, Process, Techniques of capital budgeting,

References

1. Prasanna Chandra - Financial Management, TMH
2. James C. Vanhorne - Financial Management & Policy.
3. Weston & Brigham - Managerial Finance (Rine Hart Winston Holt).
4. Brigham - fundamentals of Financial Management, C.B.S. intemation.
5. Sahoo, P.K. - financial Management, Pen Point Communication
6. Khan & Jain - financial Management, Tata McGraw - Hill.

402-MARKETING MANAGEMENT

Unit- I

Marketing Concepts: Nature and Scope of Marketing Management, Marketing Process, Marketing v/s Selling, Marketing Environment, Marketing Organizations, Marketing Mix.

Unit- II

Scanning the marketing environment

Marketing Strategy: Market Segmentation, Targeting and Positioning, Brand Equity and Craft Brand Positioning.

Unit- III

Understanding Consumer: Consumer Behavior, Types of Consumers, Factors influencing Consumer Behavior, Consumer Decision Making Process.

Unit- IV

Marketing Planning & Control: Marketing Planning, Marketing Competitiveness, Customer Value, Marketing Planning Process, Identifying and analyzing the competitors. Defining the Competitive Strategy and Marketing control process.

Unit- V

MIS & Marketing Research Process: Need, Importance,Steps with emphasis on research design.

References:

1. V.S.Ramaswamy & S.Namakumari - A Textbook on Marketing Management, McMillan.
2. Philip Kotler, Keller, Koshy & Jha - Marketing Management, Pearson Education.
3. Rajan Saxena - Marketing Management, Tata McGraw Hill.
4. S H H Kazmi - Marketing Management, Excell Book

403-HUMAN RESOURCE MANAGEMENT

Unit- I

HRM: Concept, scope and objective. HRM- the challenges - environmental, organizational and individual. Human Resource Planning - Supply and demand. Recruitment and Selection - sources of recruitment, Tests & Interviews, Induction/orientation and Socialization.

Unit- II

Promotion: Bases and types, promotion policy and procedure. Transfer - types and purpose. Employees' separation - its costs and benefits. Voluntary and involuntary separations. Lay off and retrenchment, outplacement and outsourcing.

Unit- III

Performance Appraisal: Objectives, uses and methods of appraisal, MBO, Assessment and development centres, 360 degrees Feedback, the strength and limitations of each method,. Identifying performance dimensions - measuring performance, measurement of tools, challenges to effective performance measurement, the appraisal errors.

Unit- IV

Training: Concept and benefits, training versus development, key training issues. Training Need Assessment (TNA). Types of Training - on-the-job and off-the-job methods. Managing the training process - the assessment phase, training and conduct phase, the evaluation phase.

Unit - V

Managing Compensation: Concept, Principles and Components. Designing compensation system - internal v/s external equity, fixed v/s variable pay, performance v/s membership, and job v/s individual pay. Compensation tools - job based compensation plans and skill based compensation plans.

References :

1. Gomez, Mejia, et.al - Managing Human Resources, Pearson Education.
2. Gary Dessler - HRM, PHI.
3. C.S.Venkat Ratnam & B.K.Srivastav - Personnel Management and Human Resources, TMH.
4. Rao Subba P. - HRM, Himalaya Publishing House.

404-PRODUCTION AND OPERATIONS MANAGEMENT

Unit- I

Basic Concept: Production and Operations Management functions: various production processes and their selection; common systems model; Relevant cost concept, production and productivity; Measurement of Productivity.

Unit-II

Work Study: Methods study- procedure and techniques, Principles of motion economy and work place design; work measurement; Time Study and work sampling; Performance rating and allowances; Estimation of standard time and related errors.

Unit-III

Facilities Planning: Facilities location factors, Bridgeman's dimensional analysis; systematic layout planning; Principles and techniques used; different layouts; Material handling systems and equipments.

Unit-IV

Production Planning and Control : Aggregate Planning – basic Strategies, viz., Level Production, chase demand and mixed strategy; Aggregate Planning costs; routing, scheduling, Gantt Charts.

Unit-V

Select Techniques and Concepts: Cost-Benefit Analysis, Input-Output Analysis; Value analysis; Learning Curves; Vertical Analysis; Learning Curves; Vertical Integration; Just-in-Time Systems.

References :

1. Chary S.N. - Production Operations Management, Tata McGraw Hill.
2. Mayer R.R. - Production Operations Management, TMH.
3. Schroeder R.G. - Operations Management, Decision Making in Operations function, Tata McGraw Hill.
4. Riggs J.L. - Production Systems, John Wiley & Sons.
5. Buffa & Sarin - Modern Production/Operations Management, John Wiley & Sons.
6. Dilworth J.B. - production Operations Management, TMH.
7. Aswathappa & Shridhara Bhatt - Production Operations Management, Himalaya.
8. Chase, Aquilano, Jacobs - Production & Operations Management, TMH.
9. Adam & Ebert - Productions & Operations Management, PHI.
10. Mahapatra - Computer Aided Production Management, PHI.

405-ENVIRONMENTAL STUDIES

Unit-I

Fundamentals of Environmental Management: Definition, principles and scope; Types and components of environment; Man- environment relationship; Causes of environment destruction; Environmental ethics; Environment Awareness Programmes.

Unit - II

Natural Resources - Awareness: Eco-system, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.

Unit- III

Environmental Protection - Policies & Legislations: National environment policy, Environmental Legislations, International conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.

Unit- IV

Environment Management System: ISO-14000, Environment Audit, Eco-Friendly products (Ecomark), Green Industry.

Unit - V

Environmental Impact Assessment (EIM): EIM-Methods and tools, Appraisal and clearance for industry, Evaluation Systems.

References:

1. N.K.Oberoi - Environmental Management, Excell Books.
2. G.N.Pandey - Environmental Management, Vikas.
3. K.M.Agrawal & P.K.Sikdar - Text Book of Environment, Macmillan.
4. L.W.Canter - Environmental Impact Assessment, Tata McGraw Hill.

501-ORGANISATIONAL BEHAVIOR

Unit- I

Introduction: Definition, goals, scope and historical development of organizational behavior, contributing disciplines to OB, models, social systems and organizational culture. International dimensions of OB. Limitations and future of OB.

Unit- II

Individual Behavior: Introduction and foundation. Personality -definitions, determinants, personality traits and types, theories, instruments to measure personality, personality attributes influencing OB.

Perception: Meaning, factors influencing perception, theories, perceptual errors.

Emotions: Meaning, types of emotions, determinants, emotional intelligence.

Unit- III

Attitudes: Definition, sources of attitudes, types of attitudes, cognitive dissonance theory; four concepts to skills, changing attitudes, and work related attitudes.

Values: concept, importance of values, sources of value system, types, loyalty and ethical behavior.

Learning: Concept, theories of learning, application of learning in organization.

Motivation: concept, importance, theories and their applicability.

Unit- IV

Behavior in organization: Introduction, issues between organizations and individuals. Inter personal behavior; conflict, nature of conflict, levels of conflict, types and conflict management styles.

Communication: Introduction, importance, process of communication, types, barriers in communication, Communication and organizational effectiveness.

Unit- V

Group dynamics: Concept, types of groups and functions, meetings, team work, stages of group formation and its relevance to organization.

Employee stress: forms, causes, implications and approaches to stress management.

Leadership:, Concept, approaches, Leading v/s Managing Leadership theories and its implications.

References :

1. Stephen.P.Robbins, et.al - Organizational Behavior, Pearson Publication
2. Steven L., McShane, et.al - Organizational Behavior, TMH.
3. Fred Luthans - Organization Behavior, McGraw Hill.
4. K.Awsathappa - Organisation Behavior.

502 -FINANCIAL MARKETS AND INSTITUTIONS

Unit-I Financial Markets:

Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market-Indian and Global Financial Markets.

Unit-II Financial Institutions:

Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Financial Services Institutions, Functions and structure introduced,

Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures.

Unit-III Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions.

Unit-IV Financial Instruments:

Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt- edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Derivatives- Options and Futures,

Unit-V Indian Financial Institutions:

Commercial Banks- Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Investment Policy, Regulatory Authority

References:

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House

Unit-I:

Introduction: Definition, objectives, Functions and classification of advertising, Advertising Agency Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.

Unit-II:

Advertising as Mass communication: the communication mix, building of advertising program: Creative strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.

Unit – III:

Advertising media, General and special characteristics of different media: Media planning, scheduling, selection and evaluation, Measuring advertising effectiveness (DAGMAR): The rationale of testing: pretesting, concurrent testing & post testing, recall and recognition.

Unit – IV:

Advertising Budget: Approach and procedures for determining the size of the budget, Administration and control of budget. Regulation of Advertising: Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, E-advertising.

Unit – V:

Introduction: Definition, objectives, Functions and classification of sales promotion. Consumer Promotion, sales force planning and execution, Recent Trends, Elementary knowledge of public relations.

References:

1. Kazmi & Batra, - Advertising and Sales Promotion, Excel Books
2. Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI
3. Jethawaney & Jain, Advertising Management, Oxford University Press.

504-MANAGEMENT INFORMATION SYSTEM & DSS**Unit- I**

Introduction: Organization and Information systems, Changing Environment and its impact on Business - the IT/IS and its influence - The Organization: Structure, Managers and activities - Data, Information and its attributes - The level of people and their information needs - Types of Decisions and information - Information system, categorization of information on the basis of nature and characteristics. Transaction Processing System (TPS) - Office Automation system (OAS) - Management Information (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

Unit-II

System Analysis, Development and Models: Need for system analysis - Stages in system Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram, system Development Models: Water Flow, Prototype, Spiral, RAD - roles and Responsibilities of System.

Unit-III

Computer Service Systems: Data Communication and Networking - LAN, MAN & WAN - Network Topologies, Internet, Intranet and Extranet, Information systems for: Accounting, Finance, Production and Manufacturing, Marketing and HRM.

Unit- IV

Design of Information System: Fundamental Concept of file design, database design, input output design, procedure design, form design, dialogue design, code design, coupling and cohesion.

Unit- V

Internet- A Conceptual Approach: Web Browsing - Concept of FTP, Telnet, uploading, downloading

, HTTP; Internet Explorer; Electronic Data Security; Access Database System.

References :

1. G.V.Sathya Sekhar - MIS, Excell Books.
2. David Obeson - MIS, TMH.
3. Myrdick and Ross - Information system for Modern Management.
4. Kenneth J Laudon - Management Information Systems - Pearson/PHI, 10/e, 2007.
5. W.S.Jawadekar - MIS, TMH, 3/e, 2004.
6. Ralph Stair – MIS

505-INDIAN SOCIETY AND CULTURE

Unit-I

Demographic Profile: Characteristics of Indian population, Population Growth, Age, Sex, Religion, Language, Occupation, National Policy on Population.

Unit - II

Indian Society: Society and its types, Features of Tribal Society, Agrarian Society, Industrial Society.

Unit- III

Social Stratification: Caste System, Class System, Communities, Ethnic Groups, Weaker Sections and Minorities, Constitutional Provisions for Scheduled Castes, Scheduled Tribes and Other Backward Classes.

Unit- IV

Socio-Economic Problems: Poverty, Illiteracy, Unemployment, Hosing, Child Labor, Migration, Occupational Diseases, Insurgency, Terrorism, Crime, Project Affected People, social Destitute, Beggary, Aged Population, Juvenile Delinquency, Problems in Family Life.

Unit- V

Indian culture: Culture - Features, Characteristics and Diversity. Differences with Western culture, Human Values, Values in Work Life, Value Crisis in contemporary Indian Society.

References:

1. Andre Beteille - Society and Politics in India, OUP.
2. Dipankar Gupta - Social Stratification, OUP.
3. Ram Ahuja - Social Problems in India, Rawat Publications.
4. M.N.Srinivas - Social Structure and Caste and Other Essays, OUP.
5. A.N.Tripathi - Human Values, New Age International.
6. NCERT - Text Book on Indian Society.
7. R.Thapar (Ed.) - Tribe, Caste and Religion in India, Macmillan

601- RESEARCH METHODOLOGY

Unit- I. Introduction to Research.

Definition, scope, limitations & types, objectives, research process, research designs , terminologies; Research project : choice of topic , writing research proposal - objective , hypothesis, methodology, time frame.

Unit- II Survey methods.

Survey designs- sampling , qualitative data, quantitative data, scaling technique; Research methods: interview method, observational method, questionnaires, case studies, action research, & documentary sources.

Unit- III Data analysis.

Types of research data, frequency distributions, bar charts, histograms, pareto charts, statistical tools of data analysis- mean, median, mode, correlation & regression; Report writing: formatting , title page, abstract, body, introduction, methods, sample, measures, design, results, conclusions, references, tables, figures, appendices; Presentations of report: skills & methods, practice sessions on assignments.

Unit- IV Hypothesis Testing.

Concepts basic to the hypothesis testing procedure; steps in hypothesis testing; Type -I error & Type-II error; Two tailed & one tailed tests of hypothesis. Hypothesis testing of means when the population standard deviation is known / not known; Hypothesis testing of proportions; t - test , Chi square test, F- test, ANOVA of one way & two way classifications.

Unit- V Point estimation & Non parametric Tests.

Criteria of a good estimator, method of estimation, interval estimation, confidence interval, maximum likelihood estimator, rank correlation test, sign test, one sample run test, Wilcoxon's signed rank test, Mann Whitney U - test, Kruskal Walis test.

References:

1. Research methodology: Methods & Techniques, by C.R. Kothari.
2. Research methodology for social sciences, A.N. Sadhu & A. Singh (Sterling).
3. Statistics for management, Levin.
4. Quantitative techniques for managerial decisions, U.K. Srivastava, (Wiley Eastern Ltd.)

602 - ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Unit I

Entrepreneurship, general concept definition, entrepreneurial culture theory of entrepreneurship, types of entrepreneurship, entrepreneurial trade and motivation, entrepreneur and professional manager.

Unit II

Environment and entrepreneurial development: Entrepreneurial environment, process of entrepreneurial development, training of entrepreneurial, institutions, producing aids for an entrepreneurial development.

Unit III

Starting a Small Scale Unit-Structure and ownership, Establishment of unit, Project feasibility, Implementation, Tax benefits incentives and concessions.

Unit IV

Financial management of small business- Financial planning, long- term finance working capital management, cash management, recommendation of various committees, role of various institutions, both financial & non-Financial institutions.

Unit V

Marketing strategy of small scale units- elements in marketing mix segmentation, product life cycles, pricing, distribution channels, export promotion and institutional support for marketing and exports.

References :

1. Malhotra & Gupta, Management of small scale industries, Galgotia Publishing company, New Delhi.
2. Desai, Vasant, Management of Small scale industries, Himalaya
4. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH.

Unit - I

Concept of change, importance, causes and nature. Organisational levers for change. Perspectives on change - Contingency perspective, Resource Dependence perspective, Population-ecology perspective, Institutional perspective. The Six-Box organizational model. The 7-S framework. Types of changes - continuous and discontinuous, Participative and directive, Planned and unplanned.

Unit - II

Resistance to change - The life of resistance to change, Change Resistance model, Managing resistance to change, steps to successful change. Managing change - Planning, Internal Resource Persons (IRP) and external agents, organizational restructuring and re-organizing work activities.

Unit - III

Organizational Diagnosis: Issues, concerns and the framework. Diagnostic Methodology - planning, collection of data and instruments, Qualitative and quantitative methods of diagnosis.

Unit - IV

Interventions in Organisational change - Concepts, types of intervention, Sensitivity Training, TA, Role analysis Techniques, Role Negotiations techniques, Myers-Briggs Type Indicators (MBTI). Evaluation of organizational change programmes - concept, rationale, the stakeholders, components of evaluation, evaluation typology. Issues in planning and conducting evaluation.

Unit - V

Managers as change Agents, Internal and External change agents, Steps to successful change. Change Management - the case of Power Sector in Orissa.

References :

1. Nilakantha Vand Ramnarayan S- Managing Organisational Change, Response Books
2. K. Harigopal- Management of Organizational changes, Response Books
3. I.Palma, Richard Dunford, G.Akim- Managing Organisational Change, TMH

604 –DISSERTATION AND VIVA VOCE

Each student is required to work for dissertation under the guidance of a teacher in any functional area. After the submission of dissertation, there will a viva voce test at the end of six semester examination.

605-E – BUSINESS

Unit- I

Introduction to E-Commerce and Physical Commerce. Different types of E-Commerce, E-commerce Scenarios, Advantages & Disadvantages of E-Commerce, and Business Models for E-Commerce.

Unit- II

Internet and WWW, Basic Network Architecture, WEB system Architecture, URL, Overview of the HTTP, Web Page Designing using HTML, Presenting our oneness sters.

Unit- III

B2B E-Commerce, Characteristics of B2B EC, Models of B2B EC, supplier-oriented and Buyer-oriented Market Place, JIT, Other B2B Models, Auctions and Services, the Role of Software Agents for B2B EC, E-Marketing in B2B and Management issues.

Unit- IV

Electronic Payment Systems, SSL & SET protocols, Security Schemes in e-Payment Systems, Basic Cryptography for enabling E-Commerce, Managerial issues for E-Payment system.

Unit- V

Economics, Global and other issues in E-Commerce and Software Agents.

References:

1. Chan, Lee, Dillon & Chang – E-Commerce Fundamentals & Applications, WILEY.
2. P.T.Joseph – E-Commerce: A Managerial Perspective, PHI.
3. Turban, Lee, King & Chung – E-Commerce, Pearson Education.
4. C.S.V.Murthy – E-Commerce, Himalaya Publishing House



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