

2016-17

*02*

# MASTER OF BUSINESS ADMINISTRATION

*Mashul*

**Examination Schemes**

**&**

**Syllabus**

**for**

**Session 2016-17**

**(Choice Based Credit System)**



*Attested*

*[Signature]*

Superintendent (Academic)  
Maharshi Dayanand University,  
ROHTAK

*02/05/2018*

**CH. BANSI LAL UNIVERSITY BHIWANI**

Assistant Registrar-cum-PIO (Academic)  
Maharshi Dayanand University  
Rohtak

MASTER OF BUSINESS ADMINISTRATION

Session: 2016-17

Semester: I

Total Credits: 35

Total Marks: 900

Paper Code	Subject	Type of Course	Contact Hours per week			Credits			Examination Scheme			Total
			Theory	Prac	Total	Theory	Prac	Total	Internal Assmnt	Theory	Prac	
MBA101	Principles of Management	FC	4		4	4		4	20	80		100
MBA102	Managerial Economics	CC	4		4	4		4	20	80		100
MBA103	Financial and Management Accounting	CC	4		4	4		4	20	80		100
MBA104	Statistics for Managers	IDC	4		4	4		4	20	80		100
MBA105	Business Environment	CC	4		4	4		4	20	80		100
MBA106	Business Communication	CC	4		4	4		4	20	80		100
MBA107	Internet Security and Cyber Laws	IDC	4		4	4		4	20	80		100
MBA108	Managerial Skill Development (NUES)*	CMC	4	4	4	4	2	2			50	50
MBA109	Current Business and Economic Affairs	CMC	4	2	4	4	2	2	10	40		50
MBA110	Practical (MBA 107)			2	2			1				50
MBA111	Self-Study Paper							1				25
MBA112	Seminar							1				25
<b>Total</b>			<b>32</b>	<b>6</b>	<b>38</b>	<b>30</b>	<b>3</b>	<b>35</b>	<b>150</b>	<b>600</b>	<b>100</b>	<b>900</b>

CC= Core Course; CMC = Complimentary Course; FC= Foundation Course; IDC= Inter-Disciplinary Course

NOTE:

1. Managerial Skill Development (NUES) will be organized by a committee of all faculty members, with an aim to develop overall Personality of students.
2. Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training (SVT) of 6-8 weeks duration. The Summer Training Report will be prepared after the completion of SVT shall be assessed in the third Semester as a compulsory paper. The SVT will be submitted by the candidates in the manner as specified in the Ordinance.
3. Current Business and Economic Affairs Paper will cover two sessions: 1<sup>st</sup> in first semester for the period June to November and 2<sup>nd</sup> in second semester for the period from December to May. Teacher(s) will submit the list of topics/lectures delivered alongwith the newspaper cuttings/clippings at the end of semester.



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Total Credits: 35

Total Marks: 900

Paper Code	Subject	Type of Course	Contact Hours per week		Credits			Examination Scheme		Total
			Theory	Prac	Total	Theory	Prac	Internal Assmt	Theory	
MBA101	Principles of Management	FC	4		4		4	20	80	100
MBA102	Managerial Economics	CC	4		4		20	80		100
MBA103	Financial and Management Accounting	CC	4		4		20	80		100
MBA104	Statistics for Managers	IDC	4		4		20	80		100
MBA105	Business Environment	CC	4		4		20	80		100
MBA106	Business Communication	CC	4		4		20	80		100
MBA107	Internet Security and Cyber Laws	IDC	4		4		20	80		100
MBA108	Managerial Skill Development (NUES)	CMC		4	4		50			50
MBA109	Current Business and Economic Affairs	CMC	4		4	2	10	40		50
MBA110	Practical (MBA 107)	CMC		2	2				50	50
MBA111	Self-Study Paper	CMC				1		25	2	25
MBA112	Seminar	CMC		1	1		25			25
<b>Total</b>			<b>32</b>	<b>7</b>	<b>39</b>	<b>30</b>	<b>240</b>	<b>610</b>	<b>50</b>	<b>900</b>

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*Alexis*  
*[Signature]*  
 Superintendent (Academic)  
 Maharshi Dayanand University,  
 ROHTAK



Semester: I

Total Credits: 35

Total Marks: 900

Paper Code	Subject	Type of Course	Contact Hours per week			Credits			Examination Scheme			Total
			Theory	Prac	Total	Theory	Prac	Total	Internal Assmnt	Theory	Prac	
MBA 101	Principles of Management	FC	4		4	4		4	20	80		100
MBA 102	Managerial Economics	CC	4		4	4		4	20	80		100
MBA 103	Financial and Management Accounting	CC	4		4	4		4	20	80		100
MBA 104	Statistics for Managers	IDC	4		4	4		4	20	80		100
MBA 105	Business Environment	CC	4		4	4		4	20	80		100
MBA 106	Business Communication	CC	4		4	4		4	20	80		100
MBA 107	Internet Security and Cyber Laws	IDC	4		4	4		4	20	80		100
MBA 108	Managerial Skill Development (NUJES)	CMC										50
MBA 109	Current Business and Economic Affairs	CMC	4	4	4		2	2	50			50
MBA 110	Practical (MBA 107)	CMC		2	2			1		50	50	50
MBA 111	Self-Study Paper	CMC						1	25			25
MBA 112	Seminar	CMC		1	1			1	25			25
<b>Total</b>			<b>32</b>	<b>7</b>	<b>39</b>	<b>30</b>	<b>5</b>	<b>35</b>	<b>240</b>	<b>610</b>	<b>50</b>	<b>900</b>

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Attested

*[Signature]*

Superintendent (Academic)  
Maharshi Dayanand University,  
ROHTAK



**MASTER OF BUSINESS ADMINISTRATION**

**Semester: II**

**Total Credits: 34**

**Total Marks: 850**

Paper Code	Subject	Type of Course	Contact Hours per week		Credits			Examination Scheme		Total	
			Theory	Prac	Theory	Prac	Total	Internal Assmnt	Theory		Prac
MBA201	Organizational Behaviour	FC	4		4			4	20	80	100
MBA202	Business Research Methodology	CC	4		4			4	20	80	100
MBA203	Operations Research	IDC	4		4			4	20	80	100
MBA204	Marketing Management	CC	4		4			4	20	80	100
MBA205	Financial Management	CC	4		4			4	20	80	100
MBA206	Human Resource Management	CC	4		4			4	20	80	100
MBA207	Productions and Operations Management	CC	4		4			4	20	80	100
MBA208	Managerial Skill Development (NUES)	CMC		4			2			<u>50</u>	50
MBA209	Current Business and Economic Affairs	CMC	4		4			2	10	40	50
MBA210	Self Study Paper	CMC									25
MBA211	Seminar	CMC									25
<b>Total</b>			<b>32</b>	<b>4</b>	<b>36</b>	<b>30</b>	<b>2</b>	<b>34</b>	<b>150</b>	<b>600</b>	<b>850</b>

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**CMC = Complimentary Course;**

**FC= Foundation Course;**

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 ROHTAK

MASTER OF BUSINESS ADMINISTRATION

Semester: II

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			Theory	*Prac	Total	Theory	Prac	Total	Internal • Assmt	Theory	Prac		
MBA201	Organizational Behaviour	FC	4		4	4		4		4	20	80	100
MBA202	Business Research Methodology	CC	4		4	4		4		4	20	80	100
MBA203	Operations Research	IDC	4		4	4		4		4	20	80	100
MBA204	Marketing Management	CC	4		4	4		4		4	20	80	100
MBA205	Financial Management	CC	4		4	4		4		4	20	80	100
MBA206	Human Resource Management	CC	4		4	4		4		4	20	80	100
MBA207	Productions and Operations Management	CC	4		4	4		4		4	20	80	100
MBA208	Managerial Skill Development (NUES)	CMC		4	4		4			2	50		50
MBA209	Current Business and Economic Affairs	CMC	4		4	4		2		2		50	50
MBA210	Self Study Paper	CMC							1	1	25		25
MBA211	Seminar	CMC		1	1				1	1	25		25
<b>Total</b>			<b>32</b>	<b>5</b>	<b>37</b>	<b>30</b>	<b>4</b>	<b>34</b>	<b>240</b>	<b>610</b>	<b>240</b>	<b>610</b>	<b>850</b>

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			Theory	*Prac	Total	Theory	Prac	Total	Internal • Assmnt	Theory	Prac		
M.B.A.201	Organizational Behaviour	FC	4		4	4		4			20	80	100
M.B.A.202	Business Research Methodology	CC	4		4	4		4			20	80	100
M.B.A.203	Operations Research	IDC	4		4	4		4			20	80	100
M.B.A.204	Marketing Management	CC	4		4	4		4			20	80	150
M.B.A.205	Financial Management	CC	4		4	4		4			20	80	150
M.B.A.206	Human Resource Management	CC	4		4	4		4			20	80	150
M.B.A.207	Productions and Operations Management	CC	4		4	4		4			20	80	150
M.B.A.208	Managerial Skill Development (NUES)	CMC		4	4			4			20	80	150
M.B.A.209	Current Business and Economic Affairs	CMC	4		4		2	2			50	50	50
M.B.A.210	Self Study Paper	CMC							1		25		25
M.B.A.211	Seminar	CMC		1	1			1			25		25
Total			32	5	37	30	4	34	240	610			850

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NOTE:

1. Managerial Skill Development (NUES) will be organized by a committee of all faculty members, with an aim to develop overall Personality of students.
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Attester

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Maharshi Dayanand University,  
ROHTAK

2

**MBA  
Semester I**

**MBA101  
Principal of Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarize the students with the role and functions of a manager, and the principles, concept and techniques used by managers to excel in the corporate world.

**CONTENTS**

**Unit-I:**

- (a) **Introduction:** Nature and purpose of Management, Management; Science, Art, Evolution of Management Thought, An Overview of Functions of Managers: Planning, Organising, Staffing, Leading and Controlling, Coordination: Essence of Managership, Systems Approach to Management Process
- (b) **Planning:** Meaning, Need and Importance, Types of Plans, Steps in Planning, Objectives, Management by Objectives, Strategies, Policies and Planning Premises, Strategic Planning Process, Forecasting: Need and Techniques, Decision making: Types, Process of Rational Decision Making, Decision Making under Certainty, Uncertainty and Risk.

**Unit-II:**

- (a) **Organising:** Nature of Organising, Formal and Informal Organisations, Organisational Levels and the span of Management, Structure and Process of Organising, Line and Staff Authority, Empowerment, Decentralization of Authority, Delegation of Authority, Organisation Charts
- (b) **Staffing:** An Overview, The Systems Approach to Human Resource Management: An overview, Recruitment, Selection, Training and Development, Performance Appraisal

**Unit-III:**

- (a) **Motivation:** McGregor's Theory X and Y, Maslow's Hierarchy of Needs Theory, Herzberg's Motivation Hygiene Theory, Expectancy Theory, Goal Setting Theory.
- (b) **Leadership:** Meaning, Styles, Qualities and Functions of Leader, Committees, Teams and Group Decision Making
- (c) **Communication:** Purpose, Process, Barriers and Breakdown, Making Communication Effective

**Unit-IV:**

**Controlling:** Concept, Purpose and Importance, System and Process of Controlling, Controlling as a Feedback System, Requirements of Effective Control, Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices.





**Suggested readings**

1. Wehrich, H., Cannice, M.V., Koontz, H.; *Management: A Global Innovative and Entrepreneurial Perspective*, 14<sup>th</sup> ed (2015) McGraw-Hill
2. Robbins, S.P., Coutler, M.; *Management*; Pearson Education
3. Robbins, S.P., DeCenzo, D.A. Bhattacharya, S., Coulter, M.; *Management*; Pearson Education
4. Stoner, J.A.F., Freeman, R.E., Gilbert, D.R. Jr.; *Management*; Pearson Education
5. Stoner, R. Edward Freeman, Gilbert; *Management*; Prentice Hall
6. Annie Mckee; *Management; A focus on Leaders*, 2<sup>nd</sup> edition (2016), Pearson Education



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**MBA**  
**Semester I**

**MBA102**  
**Management Economics**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarize the applications of economic concepts and principles in business decision making.

**Unit-I:**

a) **Introduction:** Nature and Scope of Managerial Economics and its Relationship with other Disciplines; its Role and Significance in Decision-Making; Basic Concepts; Positive v/s Normative Analysis

b) **Demand Analysis:** Theory of Demand; Objectives of Demand Analysis and Determinants of Demand; Theory of Consumer Behaviour; Elasticity of Demand and its measurement methods; Importance in Decision-Making

**Unit-II:**

**Production Function and Cost Analysis:** Theory of Production and Cost Analysis; Production Function and its managerial uses; Laws of Production and Analysis; Empirical Estimates of Production and Cost; Short run and Long run Average Cost Curves and their analysis; Economies and Diseconomies of Scale.

**Unit-III:**

**Organisation of the Firm:** Pricing Decisions; Pricing under Different Market Structures; Perfect and Imperfect (Monopoly, Monopolistic and Oligopoly); Pricing Strategies; Collusive and Non-Collusive Oligopoly; Baumol's, Marris's and Williamsons' Models.

**Unit-IV:**

**Factor Pricing:** Determination of Factor Prices; Marginal Productivity Theory; Richardian and Modern Theories of Rent; Quasi Rent; Modern Theory of Wage Rate Determination; Classical, Neo-classical, and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

**Suggested Readings:**

1. Craig W. Peterson; W. Chris Lewis, and Sudhir K. Jain, *Managerial Economics*, 4<sup>th</sup> Ed., Pearson Education, New Delhi, (Reprint 2015)
2. Dominick Salvatore; *Managerial Economics: Principles and Worldwide Application*; Oxford University Press, New Delhi, 2012
3. GS Gupta, *Managerial Economics*, 2<sup>nd</sup> Ed., McGraw Hill Publishing Company Limited, New Delhi, 2012
4. Joel Dean, *Managerial Economics*, PHI Learning, New Delhi
5. Pindyck, Rubinfeld and Prem L. Mehta; *Microeconomics*, Pearson education, 6th edition, 2015.
6. Koutsoyannis, A., *Modern Microeconomics*, MacMillan, 2000
7. Paul Samuelson and Nordhaus, *Micro Economics*, 19<sup>th</sup> Ed., Tata McGraw Hill, New Delhi, 2011





**MBA**  
**Semester I**

MBA103

**Financial and Management Accounting**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To acquaint the students with the basic concept of Financial and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making. Examination

**Unit-I:****Introduction to Financial Accounting:**

Introduction to Financial Accounting, Financial Accounting Process, Objectives, Users of accounting information, Limitations of Financial Accounting, Basic Accounting Concepts, Accounting Principles and Fundamental Accounting Conventions; Brief introduction about Accounting Standards.

**Unit-II:****Final Accounts and Cost Accounting:**

Introduction to Final Accounts, Basic structure and Preparation of Trading and Profit and Loss Account and Balance Sheet; Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method; Cost Accounting: Introduction, Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs. Concept, Elements and Managerial Uses of Cost Accounting, Difference between Cost and Financial Accounting

**Unit-III:****Introduction to Management Accounting:**

Introduction to Management Accounting: Role and Functions of Management Accounting, Advantages and Limitations of Management Accounting, Management Accounting Framework, Relationship of Management Accounting with Financial Accounting and Cost Accounting; Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Value Added Concept, Break Even Analysis, Contribution Analysis.

**Unit-IV:****Financial Statement Analysis:**

Introduction to Financial Statement Analysis: Ratio Analysis, Steps in Ratio Analysis, Classification of Ratios, their uses, Advantages and Limitations; Funds Flow Statement: Introduction, Ascertainment of flow of funds, Format and Uses of Funds flow statement, Schedule of Changes in Working Capital; Cash Flow Statement: Introduction, Purpose and Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method), Difference between Cash Flow Analysis and Fund Flow Analysis, Advantages and Limitations of Both; Budgetary Control: Introduction, Objectives, Brief Classification of Budgets, Merits of Cast Budget, Limitation of Budgetary Control



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**Suggested Readings:**

1. Anthony, Robert N., Hawkins, David F. and Merchant Kenneth, A.; *Accounting: Text and Cases*; Tata McGraw Hill
2. Shukla, M.C., Grewal, T.S. and Gupta, S.C.; *Advanced Accounts*; S.Chand and Co.
3. Bhattacharya, Ashish K.; *Financial Accounting: for Business Managers*; Prentice Hall of India
4. Horngren, Charles C.; *Introduction to Financial Accounting*; Pearson Education
5. Sehgal, Deepak and Sehgal, A.; *Advanced Accounting*; Taxmann Publication
6. Narayanswamy, R; *Financial Accounting: A Managerial Perspective*; Prentice Hall of India





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**MBA  
Semester I**

**MBA104  
Statistics for Managers**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarize the students with various facets of statistics and its applications in managing activities of an organization

**Unit-I:**

**Basics of Statistics in Management:**

Univariate analysis: central tendency, dispersion, coefficient of variation, skewness and kurtosis; Probability, probability theories and rules, Bayesian theorem, random variable, probability distribution and its moments; Theoretical probability distributions: Binomial, Poisson, Normal, Exponential Distribution and their characteristics and applications.

**Unit-II:**

**Sampling and Hypothesis Testing:**

Sampling: probability and non probability sampling methods; Sampling distribution and its features; Central limit theorem; Statistical estimation: point and interval estimation, characteristics of good estimator, Hypothesis testing: hypothesis formulation, types of errors; Statistical Tests: z-test, t-test, F-test, analysis of variance, chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

**Unit-III:**

**Correlation and Regression Analysis:**

Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method. Time series analysis: components of a time series and their measurements and uses.

**Unit-IV:**

**Index Numbers and Statistical Quality Control:**

Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts control chart for variables (X bar and R charts), control charts for attributes (p, up and c chart); Acceptance Sampling.

**Suggested Readings**

1. Anderson, Sweeney and Williams: Statistics for Business and Economics, Cengage Learning, Ken Black: Business Statistics, Wiley.
2. Levin, Richard I and David Rubin: Statistics for Management, Prentice Hall, Delhi.
3. Azeland Sounderpandian, Complete Business Statistics, Tata McGraw Hill, New Delhi.
4. Gupta, S P: Statistical Methods, Sultan Chand & Sons, New Delhi.



**MBA  
Semester I**

**MBA105  
Business Environment**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarize the students with the business environment prevailing in India to help them understand its implications to business

**Unit-I:**

**Introduction**

Concept, Significance and nature of business environment, Types of environment, Interaction between internal and external environments, Nature and structure of economy, Techniques for Environment Analysis, Approaches and significance of environment forecasting

**Unit-II:**

**Economic Environment**

History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, Planning monetary policy, Fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in New economic policy and its impact on business.

**Unit-III:**

**Political-Legal Environment**

Relationship between Business and Government, Economic, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional provisions affecting business, An overview of major laws affecting business, Consumerism, Social responsibility of business.

**Unit-IV:**

- (a) **Technological Environment:** Factors influencing technological environment, Role and Impact of Technology on Business, Transfer of technology- Channels, Methods and limitations.
- (b) **Demographic and Socio-Cultural Environment:** Population size, Falling birth rate, Changing age structure and its impact on business, Business and society, Business and culture, Culture and organizational behaviour

**Suggested Readings:**

1. Chermilam, Francis; Business Environment; Himalaya Publishing House
2. Mishra, S.K. and Puri, V.K.; Economic Environment of Business, 3<sup>rd</sup> edition; Himalaya Publishing House
3. Paul, Justin; Business Environment Text and Cases; McGraw-Hill
4. Dhillon, I.C.; Indian Economy: Environment and Policy; Sultan Chand and Sons
5. Saleem, Shaikh; Business Environment; Pearson Education
6. Fernando, A.C.; Business Environment; Pearson Education





**MBA**  
**Semester I**

**MBA106**  
**Business Communication**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarise it students with the basics of Business Communication Principles and Skills

**Unit-I:**

**Introduction to business communication and dimensions of communication**

Its Significance in Business Organisations, Definition, Objectives, Communication Process, Elements of Communication, Channels of Communication, Making Effective Communication, Principles of Communication, Types of communication: Oral, Written, Formal, Informal, Verbal and Nonverbal; Barriers to Communication, Types of Communication Barriers, Overcoming Barriers to Communication, Techniques of effective communication

**Unit-II:**

- a) **Nonverbal communication:** Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of eliciting response, probing questions, Observation
- b) **Group communication: Importance,** Meetings - group discussions; Videoconferencing

**Unit-III:**

- a) **Introduction to Managerial Writing:** Business letters: Inquiries, Circulars, Quotations, Orders, Complaints, Claims & adjustments, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference; Memos, minutes, Circulars & notices; **Types of Business Reports** and Formats
- b) **Presentation Skills:** Audience Analysis, Designing and Delivering Oral Presentations, Managing Stage Fright and Anxiety, Visual Aids, Presenting Reports, Handling Queries, Managing Queries and Responses; **Listening Skills:** Listening Process, Levels of Listening, Types, Barriers to Effective Listening, Improving Listening Skills

**Unit-IV:**

**Understanding Business Etiquette and Employment Interviews**

Dressing Up, Networking, Exchanging Business Cards, Shaking Hands, Dining Etiquette, Understanding the Process, Preparing for the Interview, on the Day of Interview, on the Interview Table and Dress Code At Interview, Interview Mistakes, How to Present Well in Interview, Typical Questions Asked



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**Suggested Readings:**

1. Bovee, CL, Thill JV and Abha Chatterjee; *Business Communication Today 10<sup>th</sup> Edition 2012*; Pearson Education
2. Locker, KO, and Kaczmarek, KS; *Business Communication Building: Critical Skills*, McGraw Hill
3. Taylor, Shirley, *Communication of Business*; Pearson Education
4. Lesikar, Flatley, Rentz, Lewitz, and Neerja Pandey, *Business Communication*, 13<sup>th</sup> Ed. 2015, McGraw Hill
5. Lesikar RV and Pettitt, Jr. J D, *Business Communication Theory and Application*; McGraw Hill
6. Murphy, Hildi Brandt and Thomas; *Effective Business Communication 7th ed*; McGraw Hill
7. Bovee, CL, Thill J.V; *Business Communication Essentials 4th ed*; Pearson Education





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**MBA  
Semester I**

**MBA107  
Internet Security and Cyber Laws**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course aims to familiarize the students with the application of cyber laws in e-business.

**Unit-I:**

Basic Concepts: Evolution of computers; information technology; virus and worms; network security; online data; cyber space; cyber law; e business; e consumers; spam; phishing.

**Unit-II:**

Definition and Terminologies defined in the Information Technology Act, 2000: Concept of internet, internet governance, e-contract, e-forms, encryption, data security, cybercrime, access, addressee, adjudicating officer, affixing digital signatures, appropriate government, certifying authority, certification practice statement, computer, computer network, computer resource, computer system, cyber appellate tribunal, data, digital signature, electronic form, electronic record, information, intermediary, key pair, originator, public key, secure system, verify, subscriber.

**Unit-III:**

Regulatory Framework: Authentication of electronic records; legal recognition of electronic records; legal recognition of digital signatures; use of electronic records and digital signatures in government and its agencies; retention of electronic records; attribution, acknowledgement and dispatch of electronic records; secure electronic records and digital signatures; regulation of certifying authorities; appointment and functions of controller; license to issue digital signatures certificate; renewal of license; controller's powers; procedure to be followed by certifying authority; issue, suspension and revocation of digital signatures certificate, duties of subscribers; penalties and adjudication; appellate tribunal; offences.

**Unit-IV: Case Laws**

1. Communication Device-Section 2(ha) of the Information Technology (Amendment) Act, 2008: State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLJ385,2003(71) DRJ178, 2003(3) JCC1669
2. Computer Network-Section 2 (j) of the Information Technology (Amendment) Act, 2008: Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 141STC 59 (Kar)
3. Electronic Record Sec. 2 (d): Dharambir v Central Bureau of Investigation 148 (2008) DLJ 289
4. Time and Place of Dispatch and Receipt of Electronic Record section 13: P.R. Transport Agency v Union of India and others, AIR 2006 All 23, 2006(1) AWC 504, ALLHC; Groff v America Online, Inc., 1998 WL 307001 (1998)
5. Penalty for Damage to Computer or Computer System: Section 13: Umashankar Sivasubramanian v ICICI Bank, 18.04.2010, (Petition No. 2462/2008)
6. Tampering with Computer Source Documents Section 65: Syed Asifuddin and Ors. v The State of Andhra Pradesh and Anr. 2006 (1) ALD Cr 96, 2005 CrLJ 1311



7. Punishment for sending offensive messages-Sec. 66A-'SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra", Suit No. 1279/2001'
8. Punishment for Identity Theft-Section 66C-'CBI v ArifAzim Case Judicial Reports(Criminal) 2003 (2) page 272'
9. Punishment for Cheating by Personating by using Computer Resource-section 66D-'National Association of Software and Service Companies (NAASCOM)v Ajay Sood.(2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del'
10. Punishment for Publishing or Transmitting Obscene Material in Electronic form- section67-'Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3. Comp, LJ 364 ( Del),116(2005) DL T427, 2005(79)DRJ576'
11. Punishment for Publishing or Transmitting of Material Containing Sexually ExplicitAct, etc., in Electronic Form-Section 67A-'R v Graham Waddon., Southwark [CrownCourt, 30/6/1999]'

#### Suggested Readings:

1. Sharma J. P. and Sunaina Kanojia, *Cyber Laws*, Anc Books Pvt Ltd, New Delhi.
2. Painttal, D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
3. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
4. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
5. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 and Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000*.
6. Jyoti Rattan, *Cyber Laws and Information Technology*, Bharat Law House Pvt Ltd, New Delhi





**MBA  
Semester I**

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**MBA108**

**Business Communication and Managerial Skill Development (NUES)**

Maximum Marks: 50  
Internal Assessment: 50

**Objective:** This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

**Unit-I:**

Analyzing Confidence and Speaking Abilities: Presentations and Debates (10 marks)  
(There will be Five Business seminar presentations by each student and Five Debate/Declamation Contests per semester with each activity containing 1 mark)

**Unit-II:**

Test of Interpretation Skills: Webinars, Video-Conferences, Recorded Lectures and Invited Lectures; their participation and assessment (15 marks)  
(There will be a total of five such tests of interpretation skills in a semester each for three marks)

**Unit-III:**

Think out-of-the-box: Movie Analysis; Brain-Storming Sessions; Management Hobby and Case Studies (20 marks)

(There will be eight case studies -one from each subject for eight marks, Three Movies analysis sessions for six marks and two brain-storming sessions for four marks and development of a management hobby for two marks)

**Unit-IV:**

Group Discussion and Mock Interviews (5 marks)  
(There will be total five GD/PI activities in a semester)



**MBA**  
**Semester I**

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**MBA108**

**Business Communication and Managerial Skill Development (NUES)**

Maximum Marks: 50  
Internal Assessment: 50

**Objective:** This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

**Unit-I:**

Analyzing Confidence and Speaking Abilities: Presentations and Debates (10 marks)  
(There will be Five Business seminar presentations by each student and Five Debate/Declamation Contests per semester with each activity containing 1 mark)

**Unit-II:**

Test of Interpretation Skills: Webinars, Video-Conferences, Recorded Lectures and Invited Lectures; their participation and assessment (15 marks)  
(There will be a total of five such tests of interpretation skills in a semester each for three marks)

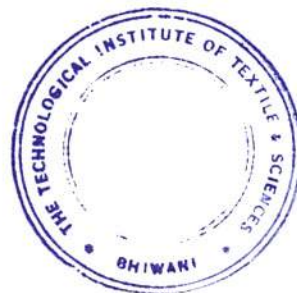
**Unit-III:**

Think out-of-the-box: Movie Analysis; Brain-Storming Sessions; Management Hobby and Case Studies (20 marks)

(There will be eight case studies -one from each subject for eight marks, Three Movies analysis sessions for six marks and two brain-storming sessions for four marks and development of a management hobby for two marks)

**Unit-IV:**

Group Discussion and Mock Interviews (5 marks)  
(There will be total five GD/PI activities in a semester)





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**MBA  
Semester I**

**MBA109****Current Business and Economic Affairs**

Maximum Marks: 50  
Theory Examination: 50  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of five short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course aims to develop business analytics skills among the students

- Unit-I:** Current Affairs in Business Industry
- Unit-II:** Current Affairs in Human Resources
- Unit-III:** Current Affairs in Finance
- Unit-IV:** Current Affairs in Economics
- Unit-V:** Current Affairs in Marketing

**Instructions for Examiner:**

1. This paper will be based on the leading business newspapers: 'The Economic Times' and 'Financial Express'
2. The duration of the course will be June to November for Semester-I and December to May for Semester-II.
3. Examiner is required to set two questions from Each Unit with equal marks from the respective unit, i.e. 10 marks. A question may carry 'n' number of sub-parts, depends on Examiner's discretion.
1. The student shall attempt one question from each unit.

**Suggested Readings:**

1. The Economic Times
2. Financial Express



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**MBA  
Semester I**

**MBA111  
Self-Study Paper**

Maximum Marks: 25

**Objective:** This course aims to inculcate the writing and evaluation skills regarding inter-disciplinary topics

**Instructions:**

1. The topic of the Self-Study Paper shall not be related to the course curriculum but should be from inter-disciplinary area.
2. The Self-Study Paper will be submitted under the supervision of the designated mentor.
3. The Sfructure of the self-study paper shall consist of sub-heading, starting from Introduction and ending with Conclusion and References.
4. The Self Study paper shall be hand written. The evaluation shall be based on the write-up , Viva-Voce and Presentation, as under:

i.	Self-Study Paper:	15
ii.	Viva-Voce:	05
iii.	Presentation:	05
5. Self-Study Paper will be written by the students under the supervision of a teacher. It should duly be certified by the mentor.





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**MBA**  
**Semester I**

**MBA101**  
**Principal of Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarize the students with the role and functions of a manager, and the principles, concept and techniques used by managers to excel in the corporate world.

**CONTENTS**

**Unit-I:**

- (a) **Introduction:** Nature and purpose of Management, Management; Science, Art, Evolution of Management Thought, An Overview of Functions of Managers: Planning, Organising, Staffing, Leading and Controlling, Coordination: Essence of Managership, Systems Approach to Management Process
- (b) **Planning:** Meaning, Need and Importance, Types of Plans, Steps in Planning, Objectives, Management by Objectives, Strategies, Policies and Planning Premises, Strategic Planning Process, Forecasting: Need and Techniques, Decision making: Types, Process of Rational Decision Making, Decision Making under Certainty, Uncertainty and Risk.

**Unit-II:**

- (a) **Organising:** Nature of Organising, Formal and Informal Organisations, Organisational Levels and the span of Management, Structure and Process of Organising, Line and Staff Authority, Empowerment, Decentralization of Authority, Delegation of Authority, Organisation Charts
- (b) **Staffing:** An Overview, The Systems Approach to Human Resource Management: An overview, Recruitment, Selection, Training and Development, Performance Appraisal

**Unit-III:**

- (a) **Motivation:** McGregor's Theory X and Y, Maslow's Hierarchy of Needs Theory, Herzberg's Motivation Hygiene Theory, Expectancy Theory, Goal Setting Theory.
- (b) **Leadership:** Meaning, Styles, Qualities and Functions of Leader, Committees, Teams and Group Decision Making
- (c) **Communication:** Purpose, Process, Barriers and Breakdown, Making Communication Effective

**Unit-IV:**

**Controlling:** Concept, Purpose and Importance, System and Process of Controlling, Controlling as a Feedback System, Requirements of Effective Control, Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices.



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**Suggested readings**

1. Weihrich, H., Cannice, M.V., Koontz, H.; *Management: A Global Innovative and Entrepreneurial Perspective*, 14<sup>th</sup> ed (2015) McGraw-Hill
2. Robbins, S.P., Coutler, M.; *Management*; Pearson Education
3. Robbins, S.P., DeCenzo, D.A. Bhattacharya, S., Coulter, M.; *Management*; Pearson Education
4. Stoner, J.A.F., Freeman, R.E., Gilbert, D.R. Jr.; *Management*; Pearson Education
5. Stoner, R. Edward Freeman, Gilbert; *Management*; Prentice Hall
6. Annie Mckee; *Management; A focus on Leaders*, 2<sup>nd</sup> edition (2016), Pearson Education





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**MBA**  
**Semester I**

**MBA102**  
**Management Economics**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarize the applications of economic concepts and principles in business decision making.

**Unit-I:**

a) **Introduction:** Nature and Scope of Managerial Economics and its Relationship with other Disciplines; its Role and Significance in Decision-Making; Basic Concepts; Positive v/s Normative Analysis

b) **Demand Analysis:** Theory of Demand; Objectives of Demand Analysis and Determinants of Demand; Theory of Consumer Behaviour; Elasticity of Demand and its measurement methods; Importance in Decision-Making

**Unit-II:**

**Production Function and Cost Analysis:** Theory of Production and Cost Analysis; Production Function and its managerial uses; Laws of Production and Analysis; Empirical Estimates of Production and Cost; Short run and Long run Average Cost Curves and their analysis; Economies and Diseconomies of Scale.

**Unit-III:**

**Organisation of the Firm:** Pricing Decisions; Pricing under Different Market Structures; Perfect and Imperfect (Monopoly, Monopolistic and Oligopoly); Pricing Strategies; Collusive and Non-Collusive Oligopoly; Baumol's, Marris's and Williamson's Models.

**Unit-IV:**

**Factor Pricing:** Determination of Factor Prices; Marginal Productivity Theory; Ricardian and Modern Theories of Rent; Quasi Rent; Modern Theory of Wage Rate Determination; Classical, Neo-classical, and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

**Suggested Readings:**

1. Crag W. Peterson; W. Chris Lewis, and Sudhir K. Jain, *Managerial Economics*, 4<sup>th</sup> Ed., Pearson Education, New Delhi, (Reprint 2015)
2. Dominick Salvatore; *Managerial Economics: Principles and Worldwide Application*; Oxford University Press, New Delhi, 2012
3. GS Gupta, *Managerial Economics*, 2<sup>nd</sup> Ed., McGraw Hill Publishing Company Limited, New Delhi, 2012
4. Joel Dean, *Managerial Economics*, PHI Learning, New Delhi
5. Pindyck, Rubinfeld and Prem L. Mehta; *Microeconomics*, Pearson education, 6th edition, 2015.
6. Koutsoyiannis, A., *Modern Microeconomics*, MacMillan, 2000
7. Paul Samuelson and Nordhaus; *Micro Economics*, 19<sup>th</sup> Ed., Tata McGraw Hill, New Delhi, 2015



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**MBA  
Semester I**

**MBA103****Financial and Management Accounting**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To acquaint the students with the basic concept of Financial and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making. Examination

**Unit-I:****Introduction to Financial Accounting:**

Introduction to Financial Accounting, Financial Accounting Process, Objectives, Users of accounting information, Limitations of Financial Accounting, Basic Accounting Concepts, Accounting Principles and Fundamental Accounting Conventions; Brief introduction about Accounting Standards.

**Unit-II:****Final Accounts and Cost Accounting:**

Introduction to Final Accounts, Basic structure and Preparation of Trading and Profit and Loss Account and Balance Sheet; Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method; Cost Accounting: Introduction, Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs. Concept, Elements and Managerial Uses of Cost Accounting, Difference between Cost and Financial Accounting

**Unit-III:****Introduction to Management Accounting:**

Introduction to Management Accounting: Role and Functions of Management Accounting, Advantages and Limitations of Management Accounting, Management Accounting Framework, Relationship of Management Accounting with Financial Accounting and Cost Accounting; Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Value Added Concept, Break Even Analysis, Contribution Analysis.

**Unit-IV:****Financial Statement Analysis:**

Introduction to Financial Statement Analysis: Ratio Analysis, Steps in Ratio Analysis, Classification of Ratios, their uses, Advantages and Limitations; Funds Flow Statement: Introduction, Ascertainment of flow of funds, Format and Uses of Funds flow statement, Schedule of Changes in Working Capital; Cash Flow Statement: Introduction, Purpose and Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method), Difference between Cash Flow Analysis and Fund Flow Analysis, Advantages and Limitations of Both; Budgetary Control: Introduction, Objectives, Brief Classification of Budgets, Merits of Cast Budget, Limitation of Budgetary Control





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**Suggested Readings:**

1. Anthony, Robert N., Hawkins, David F. and Merchant Kenneth, A.; *Accounting: Text and Cases*; Tata McGraw Hill
2. Shukla, M.C., Grewal, T.S. and Gupta, S.C.; *Advanced Accounts*; S.Chand and Co.
3. Bhattacharya, Ashish K.; *Financial Accounting: for Business Managers*; Prentice Hall of India
4. Horngren, Charles C.; *Introduction to Financial Accounting*; Pearson Education
5. Sehgal, Deepak and Sehgal, A.; *Advanced Accounting*; Taxmann Publication
6. Narayanswamy, R.; *Financial Accounting: A Managerial Perspective*; Prentice Hall of India



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**MBA  
Semester I**

**MBA104  
Statistics for Managers**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarize the students with various facets of statistics and its applications in managing activities of an organization

**Unit-I:**

**Basics of Statistics in Management:**

Univariate analysis: central tendency, dispersion, coefficient of variation, skewness and kurtosis; Probability: probability theories and rules, Bayesian theorem, random variable, probability distribution and its moments; Theoretical probability distributions: Binomial, Poisson, Normal, Exponential Distribution and their characteristics and applications.

**Unit-II:**

**Sampling and Hypothesis Testing:**

Sampling: probability and non probability sampling methods; Sampling distribution and its features; Central limit theorem; Statistical estimation: point and interval estimation, characteristics of good estimator, Hypothesis testing: hypothesis formulation, types of errors; Statistical Tests: z-test, t-test, F-test, analysis of variance, chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

**Unit-III:**

**Correlation and Regression Analysis:**

Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method. Time series analysis: components of a time series and their measurements and uses.

**Unit-IV:**

**Index Numbers and Statistical Quality Control:**

Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts control chart for variables ( $\bar{X}$  and R charts), control charts for attributes (p, up and c chart); Acceptance Sampling.

**Suggested Readings**

1. Anderson, Sweeney and Williams: Statistics for Business and Economics, Cengage Learning.
2. Ken Black: Business Statistics, Wiley.
3. Levin, Richard I and David Rubin: Statistics for Management, Prentice Hall, Delhi.
4. Aczel and Sounderpandian: Complete Business Statistics, Tata McGraw Hill, New Delhi.
4. Gupta, S.P.: Statistical Methods, Sultan Chand & Sons, New Delhi.





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**MBA  
Semester I**

**MBA105  
Business Environment**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarize the students with the business environment prevailing in India to help them understand its implications to business

**Unit-I:**

**Introduction**

Concept, Significance and nature of business environment, Types of environment, Interaction between internal and external environments, Nature and structure of economy, Techniques for Environment Analysis, Approaches and significance of environment forecasting

**Unit-II:**

**Economic Environment**

History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, Planning monetary policy, Fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in New economic policy and its impact on business.

**Unit-III:**

**Politico-Legal Environment**

Relationship between Business and Government, Economic, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional provisions affecting business, An overview of major laws affecting business, Consumerism, Social responsibility of business.

**Unit-IV:**

- (a) **Technological Environment:** Factors influencing technological environment, Role and Impact of Technology on Business, Transfer of technology- Channels, Methods and limitations.
- (b) **Demographic and Socio-Cultural Environment:** Population size, Falling birth rate, Changing age structure and its impact on business, Business and society, Business and culture, Culture and organizational behaviour

**Suggested Readings:**

1. Cherumilam, Francis; Business Environment; Himalaya Publishing House
2. Mishra, S.K. and Puri, V.K.; Economic Environment of Business, 3<sup>rd</sup> edition; Himalaya Publishing House
3. Paul, Justin; Business Environment Text and Cases; McGraw-Hill
4. Dhingra, L.C.; Indian Economy: Environment and Policy; Sultan Chand and Sons
5. Saleem, Shaikh; Business Environment; Pearson Education
6. Fernando, A.C.; Business Environment; Pearson Education



**MBA**  
**Semester I**

**MBA106**  
**Business Communication**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To familiarise it students with the basics of Business Communication Principles and Skills

**Unit-I:**

**Introduction to business communication and dimensions of communication**

Its Significance in Business Organisations, Definition, Objectives, Communication Process, Elements of Communication, Channels of Communication, Making Effective Communication, Principles of Communication, Types of communication: Oral, Written, Formal, Informal, Verbal and Nonverbal; Barriers to Communication, Types of Communication Barriers, Overcoming Barriers to Communication, Techniques of effective communication

**Unit-II:**

- a) **Nonverbal communication:** Body Language, Gestures, Postures, Facial Expressions, Dress codes, The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of electing response, probing questions. Observation
- b) **Group communication: Importance,** Meetings - group discussions; Videoconferencing

**Unit-III:**

- a) **Introduction to Managerial Writing:** Business letters: Inquiries, Circulars, Quotations, Orders, Complaints, Claims & adjustments, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference; Memos, minutes, Circulars & notices; **Types of Business Reports** and Formats
- b) **Presentation Skills:** Audience Analysis, Designing and Delivering Oral Presentations, Managing Stage Fright and Anxiety, Visual Aids, Presenting Reports, Handling Queries, Managing Queries and Responses; **Listening Skills:** Listening Process, Levels of Listening, Types, Barriers to Effective Listening, Improving Listening Skills

**Unit-IV:**

**Understanding Business Etiquette and Employment Interviews**

Dressing Up, Networking, Exchanging Business Cards, Shaking Hands, Dining Etiquette, Understanding the Process, Preparing for the Interview, on the Day of Interview, on the Interview Table and Dress Code At Interview, Interview Mistakes, How to Present Well in Interview, Typical Questions Asked





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**Suggested Readings:**

1. Bovee, CL, Thill JV and Abha Chatterjee; *Business Communication Today 10<sup>th</sup> Edition 2012*; Pearson Education
2. Locker, KO, and Kaczmarek, KS; *Business Communication Building: Critical Skills*, McGraw Hill
3. Taylor, Shirley, *Communication of Business*; Pearson Education
4. Lesikar, Flatley, Rentz, Lewitz, and Neerja Pandey, *Business Communication*, 13<sup>th</sup> Ed. 2015, McGraw Hill
5. Lesikar RV and Petitt, Jr. J D, *Business Communication Theory and Application*; McGraw Hill
6. Murphy, Hildi Brandt and Thomas; *Effective Business Communication 7th ed*; McGraw Hill
7. Bovee, CL, Thill J.V; *Business Communication Essentials 4th ed*; Pearson Education



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**MBA  
Semester I**

**MBA107  
Internet Security and Cyber Laws**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course aims to familiarize the students with the application of cyber laws in e-business.

**Unit-I:**

Basic Concepts: Evolution of computers; information technology; virus and worms; network security; online data; cyber space; cyber law; e business; e consumers; spam; phishing.

**Unit-II:**

Definition and Terminologies defined in the Information Technology Act, 2000: Concept of internet, internet governance, e-contract, e-forms, encryption, data security, cybercrime. access, addressee, adjudicating officer, affixing digital signatures, appropriate government, certifying authority, certification practice statement, computer, computer network, computer resource, computer system, cyber appellate tribunal, data, digital signature, electronic form, electronic record, information, intermediary, key pair, originator, public key, secure system, verify, subscriber.

**Unit-III:**

Regulatory Framework: Authentication of electronic records; legal recognition of electronic records; legal recognition of digital signatures; use of electronic records and digital signatures in government and its agencies; retention of electronic records; attribution, acknowledgement and dispatch of electronic records; secure electronic records and digital signatures; regulation of certifying authorities; appointment and functions of controller; license to issue digital signatures certificate; renewal of license; controller's powers; procedure to be followed by certifying authority; issue, suspension and revocation of digital signatures certificate, duties of subscribers; penalties and adjudication; appellate tribunal; offences.

**Unit-IV: Case Laws**

1. Communication Device-Section 2(ha) of the Information Technology (Amendment) Act, 2008-*State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385,2003(71) DRJ178, 2003(3) JCC1669*
2. Computer Network-Section 2 (j) of the Information Technology (Amendment) Act, 2008 -*Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC 59 (Kar)*
3. Electronic Record Sec. 2 (l)-*Dharambir v Central Bureau of Investigation 148 (2008)DLF 289*
4. Time and Place of Dispatch and Receipt of Electronic Record section 13-*P.R. Transport Agency v Union of India and others, AIR 2006 All 23, 2006(1) AWC 504, ALLHC*; *Groff v America Online, Inc., 1998 WL 307001 (1998)*
5. Penalty for Damage to Computer or Computer System Section 13-*Umashankar Sivasubramanian v ICICI Bank, 18.01.2010, (Petition No. 2462/2008)*
6. Tampering with Computer Source Documents-Section 65 -*Syed Asifuddin and Ors. v The State of Andhra Pradesh and Anr. 2006 (1) ALLD Cri 96, 2005 Cri J 1311*





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7. Punishment for sending offensive messages-Sec. 66A-'SMC Pneumatics (India) Pvt.Ltd v JogeshKwatra', Suit No. 1279/2001'
8. Punishment for Identity Theft-Section 66C-'CBI v ArifAzim Case Judicial Reports(Criminal) 2003 (2) page 272'
9. Punishment for Cheating by Personating by using Computer Resource-section 66D-'National Association of Software and Service Companies (NAASCOM)v Ajay Sood.(2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del'
10. Punishment for Publishing or Transmitting Obscene Material in Electronic form- section67-'Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3- Comp, LJ 364 ( Del),116(2005) DLT427, 2005(79)DRJ576'
11. Punishment for Publishing or Transmitting of Material Containing Sexually ExplicitAct, etc., in Electronic Form-Section 67A-'R v Graham Waddon., Southwark [CrownCourt, 30/6/1999]'

#### Suggested Readings:

1. Sharma J. P. and Sunaina Kanojia, *Cyber Laws*. Anc Books Pvt Ltd, New Delhi.
2. Painttal, D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
3. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E business and E-commerce for managers*, Pearson Education.
4. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*. Pearson Education
5. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 and Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000*.
6. Jyoti Rattan, *Cyber Laws and Information Technology*, Bharat Law House Pvt Ltd, New Delhi



**MBA  
Semester I**

34

**MBA108**

**Business Communication and Managerial Skill Development (NUES)**

Maximum Marks: 50  
Internal Assessment: 50

**Objective:** This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

**Unit-I:**

Analyzing Confidence and Speaking Abilities: Presentations and Debates (10 marks)  
(There will be Five Business seminar presentations by each student and Five Debate/Declamation Contests per semester with each activity containing 1 mark)

**Unit-II:**

Test of Interpretation Skills: Webinars, Video-Conferences, Recorded Lectures and Invited Lectures; their participation and assessment (15 marks)  
(There will be a total of five such tests of interpretation skills in a semester each for three marks)

**Unit-III:**

Think out-of-the-box: Movie Analysis; Brain-Storming Sessions; Management Hobby and Case Studies (20 marks)

(There will be eight case studies -one from each subject for eight marks, Three Movies analysis sessions for six marks and two brain-storming sessions for four marks and development of a management hobby for two marks)

**Unit-IV:**

Group Discussion and Mock Interviews (5 marks)  
(There will be total five GD/PI activities in a semester)





**MBA  
Semester I**

35

**MBA109  
Current Business and Economic Affairs**

Maximum Marks: 50  
Theory Examination: 40 ✓  
Internal Assessment: 10 ✓  
Time: 3 hrs

**Note:** *There shall be ten questions in all. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course aims to develop business analytics skills among the students

- Unit-I:                   Current Affairs in Business Industry**
- Unit-II:                   Current Affairs in Human Resources**
- Unit-III:                 Current Affairs in Finance**
- Unit-IV:                 Current Affairs in Economics**
- Unit-V:                   Current Affairs in Marketing**

**Instructions for Examiner:**

1. This paper will be based on the leading business newspapers: 'The Economic Times' and 'Financial Express'
2. The duration of the course will be June to November for Semester-I and December to May for Semester-II.
3. Examiner is required to set two questions from Each Unit with equal marks from the respective unit, i.e. 08 marks. A question may carry 'n' number of sub-parts, depends on Examiner's discretion.
4. The student shall attempt one question from each unit.

**Suggested Readings:**

1. The Economic Times
2. Financial Express



**MBA  
Semester I**

36

**MBA111  
Self-Study Paper**

Maximum Marks: 25

**Objective:** This course aims to inculcate the writing and evaluation skills regarding inter-disciplinary topics

**Instructions:**

1. The topic of the Self-Study Paper shall not be related to the course curriculum but should be from inter-disciplinary area.
2. The Self-Study Paper will be submitted under the supervision of the designated mentor.
3. The Structure of the self-study paper shall consist of sub-heading, starting from Introduction and ending with Conclusion and References.
4. The Self Study paper shall be hand written. The evaluation shall be based on the write-up , Viva-Voce and Presentation, as under:

i.	Self-Study Paper:	15
ii.	Viva-Voce:	05
iii.	Presentation:	05
5. Self-Study Paper will be written by the students under the supervision of a teacher. It should duly be certified by the mentor.





## General Instructions / Guidelines for Seminar

### Seminar / Journal Club

Maximum Marks: 25

- Credit: 1

In each Semester, every candidate will present a seminar on Power Point of 20 minutes duration before the students and teachers of the department.

The selection of topic will be as under:

- (a) 1<sup>st</sup> Semester: Any topic related to the subject, preferably from NET syllabus in consultation with the teachers of the department.
- (b) 2<sup>nd</sup> Semester: Any Research Paper or Article from a Journal pertaining to the subject in consultation with the teachers of the department.
- (c) 3<sup>rd</sup> Semester: Any Research Paper or Article from a National Journal of repute pertaining to the subject in consultation with the teachers of the department.
- (d) 4<sup>th</sup> Semester: Any Research Paper or Article from an International Journal or National Journal of high repute pertaining to the subject in consultation with the teachers of the department.

The evaluation of the seminar will be carried out by a three member committee (One co-ordinator and two teachers of the concerned department). The distribution of marks will be as under:

A.

- |                                |           |
|--------------------------------|-----------|
| (i) Subject matter             | :08 Marks |
| (ii) Presentation              | :08 Marks |
| (iii) Answers to the questions | :04 Marks |

B.

Attendance; Active Participation	:05 Marks
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and asking questions

The whole exercise should be completed at least 20 days before the commencement of each Semester examination.

Awards of each student duly signed by the committee will be submitted by the coordinator to the Chairperson/In-Charge of the department who will get it uploaded on the Exam. Portal and a hard copy of the same will be sent to the Controller of Examinations at the earliest.



## General Instructions / Guidelines for Self- Study Paper

### Self- Study Paper

Maximum Marks: 25

Credit: 1

In each Semester, there will be a Self-Study Paper which intends to inculcate the habit of reading books and to develop writing skills in a manner of creativity and originality.

This paper aims to:

- motivate the students for innovative, research and analytical work;
- induce the habit of self - study and comprehension;
- infuse the sense of historical background of the problem; and
- assess intensity of originality and creativity of the students.

### Selection of the Topic:

In the beginning of each Semester, every candidate will choose a topic pertaining to the subject in consultation with the teachers of the department.

### Instructions for Students

1. The candidates shall prepare their papers on the topic selected by them in about 6-10 hand-written pages.
2. The manuscript should be prepared on the following lines:
  - (a) Title of paper
  - (b) Introduction
  - (c) Main body using (i) headings and sub-headings; (ii) Tables, graphs, charts, photographs, wherever necessary
  - (d) Conclusion/ suggestions
  - (e) Key words and Summary
  - (f) References/ Suggested Readings
3. Besides hand-written manuscript, each candidate will prepare a PPT of the paper to be used at the time of Viva-Voce. While doing so, if a candidate feels any difficulty, he/she may seek the help of the teachers of the department. Teachers shall also monitor the progress of the candidates in this regard.

The hand-written paper duly checked and signed by the teacher will be submitted to the coordinator concerned at least 15 days before the commencement of each Semester examination. The coordinator will submit the same to the respective In-charge/Chairperson of the department who in turn, will forward it to the Controller of Examinations office at the earliest.





**Evaluation and Distribution of Marks****A. Evaluation:****15 Marks**

The self-study paper will be evaluated by an external examiner. The distribution of marks will be as under:

- |                                     |           |
|-------------------------------------|-----------|
| (i) Subject matter                  | : 5 Marks |
| (ii) Organization of subject matter | : 3 Marks |
| (iii) Conclusion/suggestions        | : 4 Marks |
| (iv) References/Suggested Readings  | : 3 Marks |

**B. Viva-Voce:****10 Marks**

The external examiner will hold Viva-Voce based on the contents of the student's Self-Study paper focusing upon the power point presentation by the candidate. An internal examiner/teacher shall assist for the smooth conduct of evaluation and viva-voce.

Awards of each student duly signed by the external and internal examiners, and countersigned by the Chairperson/In-Charge of the department who will forward the same to the Controller of Examinations at the earliest.

**(REGISTRAR)**

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MBA Semester II

MBA201 Organizational Behaviour

Maximum Marks: 100 Theory Examination: 80 Internal Assessment: 20 Time: 3 hrs

Note: There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.

Objective: To familiarize the students with the organizational behaviour, its concepts and techniques used by managers to excel in the corporate world.

CONTENTS

Unit-I:

Introduction: Conceptual foundations of organisational behaviour; Nature and characteristics; Determinants; contributing disciplines; Challenges and opportunities for Organisational Behaviour. Perception, Attitudes, and Values: Nature, process, importance of perception; Factors influencing perception; Attribution theory of perception; Issues involved in perception: Selective perception, Halo effect, Contrast effect, Projection Stereotyping; Applications of perception theories in organization; Concept of Pygmalion effect; An overview of emotions, values, beliefs and attitudes with emphasis on their managerial implications.

Unit-II:

- a) Learning: Concept; Theories of learning: Classical conditioning, Operant Conditioning, Social learning, Methods of shaping the behaviour, Managerial implication of learning theories. b) Motivation: Concept, major theories and process of motivation; Maslow's need-hierarchy theory; Herzberg's motivation-hygiene theory; McGregor's Theory X and Theory Y; Cognitive evaluation theory; Goal-setting theory; Reinforcement theory; ERG theory; Vroom's expectancy theory; Job design theory; Equity theory; Integrating contemporary theories of motivation; Culture-boundedness of motivation theories; Managerial implications of various theories.

Unit-III:

Personality: Concept and determinants; Personality traits; Major personality attributes influencing Organisational Behaviour; Locus of control; Machiavellianism; Self-esteem; Self-monitoring; Risk-taking; Type A and Type B personality. Leadership: Concept and functions; Style and theories of leadership: Traits, behavioural and situational/contingency groups of theories; Inspirational approaches to leadership: Charismatic leadership, Transformational leadership, and transactional leadership. Contemporary leadership roles. Stress: Concept; Consequences and sources; Stress Management; Individual approaches and organisational approaches.

Unit-IV:

- a) Group Behaviour: Concept and classification; Stages of group development; Group structure; Roles and group norms; Premises and issues; Group decision-making: techniques and process. b) Interpersonal Relationships: Understanding self and others; Developing interpersonal relationships; Transactional analysis; Johari window. c) Conflict Management: Concept; Causes of conflict; Types





of conflicts; Stages of conflicts; Effects of conflicts; Managing conflicts. d) **Organisation process and structure:** organisational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

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### Suggested readings

1. Robbins, SP, Stephen P., Timothy Judge, and Seema Sanghi, *Organisational Behaviour*, Pearson Education
2. W. Newstrom, John, *Organisational Behaviour*, McGraw-Hill
3. Fred Luthans, *Organisational Behaviour*, McGraw-Hill,
4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organisational Behaviour*, Prentice-Hall of India, Eastern Economy Edition
5. SS Khankā, *Organisational Behaviour*, S. Chand & Co., New Delhi



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**MBA**  
**Semester II**

**MBA202**  
**Business Research Methodology**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course is designed to introduce the students to the fundamentals of research methods and to equip them to follow scientific methods in solving business problems.

**Unit-I:**

Introduction to Research: Defining Business Research, Types of Research; Scientific Method, Theory Building, Type of Variables; Research Process: Problem Definition, Exploratory Research

**Unit-II:**

Research Designs: Concept, Need and Types of Research Designs; Survey Research: Nature of Surveys, Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research

**Unit-III:**

Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity.

**Unit-IV:**

Data Analysis: Descriptive Statistics, Uni-variate Statistics; Bi-variate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

**Suggested Readings:**

1. Zikmund, W. G. Business Research Methods. Thomson.
2. Copper, D. R., Schindler P. S. & Sharma, J. K. Business Research Methods, McGraw Hill Education. 3. Burns, R. B. & Burns, R. A. Business Research Methods and Statistics using SPSS, SAGE Publications Ltd.
3. Bajpai, N. Business Research Methods, Pearson.
4. Chawla, D. & Sondhi N., Research Methodology: Concepts and Cases, Vikas Publishing House.
5. Panneerselvam, R. Research Methodology, Prentice Hall India.
6. Kothari, CR Research Methodology & Technique, New Age International Publishers.





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**MBA  
Semester II**

**MBA203  
Operations Research**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To impart knowledge about major operations research techniques which are an essential aid in decision making in business.

**Unit- I**

**Introduction**

- (a) Basic concepts, OR Models and their role in decision-making.
- (b) Linear programming: Basic Concepts, Problem formulation, Graphical and Simplex methods of solution.

**Unit- II**

**(a) Transportation Models**

Formulation of transportation problem, Initial basic feasible solution by North West Corner method, Least Cost method and Vogel approximation method (VAM), Test of optimality: Stepping- stone method, MODI method.

**(b) Assignment Models**

Hungarian method of solution of assignment problem.

**Unit III**

**(a) Game theory**

Characteristics of game theory, Two-person zero sum game, Saddle point, Mixed strategies, Dominance rule.

**(b) Queuing Theory**

Introduction, Structure of Queuing System, Characteristics of M/M/1 queuing model, Applications of queuing Theory.

**Unit IV**

**PERT/CPM**

Project management: PERT and CPM, Time-Cost trade-off

**Suggested Readings:**

1. Anderson, Sweeney and Williams; *Introduction to Operational Research*; McGraw Hill
2. Vohra, N D; *Quantitative Techniques in Management*; McGraw Hill
3. Hiller and Lieberman; *Introduction to Operational Research*; McGraw Hill
4. Handy A. Taha; *Operations Research: An Introduction*; Pearson Education



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**MBA  
Semester II**

**MBA204  
Marketing Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To acquaint the students with the principles and practices of marketing

**Unit-I: Introduction.**

Marketing Concept -Marketing management; Nature and scope; Evolution of marketing; Selling v/s marketing; Emerging role of marketing; Marketing mix. Marketing Environment Concept; Need for study; Major elements and their impact on marketing decisions. Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.

**Unit-II: Market Segmentation and Product**

- a. Market Segmentation-Nature, basis and importance of segmentation; Pre-requisites for effective segmentation; Positioning.
- b. Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Lifecycle; The new product (Consumer); Adoption process.

**Unit-III: Pricing Decisions and Marketing Intermediaries**

- a. Price Decisions Pricing as a marketing variable; its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies
- b. Distribution Channels and Physical Distribution Decisions -Importance of marketing intermediaries used? Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution

**Unit-IV: Promotion Mix and Consumer Protection**

- a. Promotion Decisions Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal Selling; Public Relations; and Sales Promotion.
- b. Legal, Ethical, and Social Aspects of Marketing Consumerism; Consumer protection measures in India; Recent developments in consumer protection in India.





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### Suggested Readings

1. Philip Kotlger, Levin Lane Keller, Abraham Koshy, and Mithleshwar Jha, *Marketing Management: South Asian Perspective*, Pearson Education, New Delhi
2. Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, McGraw-Hill, New Delhi.
3. E. Jerome McCarthy and William B. Perrealet, *Basic Marketing: A Managerial Approach*, McGraw-Hill; New Delhi
4. Philip Kotler and Gary Armstrong, *Principles of Marketing*, Prentice Hall of India, New Delhi
5. The Consumer Protection Act, 1986



MBA  
Semester II

46

MBA206  
Human Resource Management

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course will sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

**Unit-I: Introduction to HRM:**

Concepts and Perspectives of Human Resource Management; Human Resources Management in a Changing Environment; Managerial and Operative Functions of HRM, Strategic HRM.

**Unit-II:**

Recruitment, Placement and Retention Strategies; Human Resource Flaming; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction, and Socialization.

**Unit-III:**

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

**Unit-IV:**

Employee Relation and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

**Suggested Readings:**

1. Aswathappa, K., *Human Resource and Personnel Management*, McGraw Hill
2. Dessler, *Human Resource Management*, Pearson Education
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press
4. Bohlander, G. & Snell, *Human Resource Management*, Cengage Learning
5. Patnayak, B., *Human Resource Management*, Prentice Hall India Learning
6. Rao, V.S.P., *Human Resource Management*, Excel Books
7. Cascio, W. Y., *Managing Human Resources*, Irwin-McGraw Hill.





**MBA**  
**Semester II**

47

**MBA206**  
**Human Resource Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course will sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

**Unit-I: Introduction to HRM:**

Concepts and Perspectives of Human Resource Management; Human Resources Management in a Changing Environment; Managerial and Operative Functions of HRM, Strategic HRM.

**Unit-II:**

Recruitment, Placement and Retention Strategies; Human Resource Flaming; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction, and Socialization.

**Unit-III:**

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

**Unit-IV:**

Employee Relation and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

**Suggested Readings:**

1. Aswathappa, K., *Human Resource and Personnel Management*, McGraw Hill
2. Dessler, *Human Resource Management*, Pearson Education
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press
4. Bohlander, G. & Snell, *Human Resource Management*, Cengage Learning
5. Patnayak, B., *Human Resource Management*, Prentice Hall India Learning
6. Rao, V.S.P., *Human Resource Management*, Excel Books
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.



**MBA**  
**Semester II**

48

**MBA207**  
**Production and Operations Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To acquaint the students with decision making in planning, scheduling and control of production operations in both manufacturing and service organizations

**Unit-I:**

Nature and Scope of Production and Operations Management; Types of Manufacturing Systems, Facility Location; Plant Layout: Layout Planning and Analysis.

**Unit-II:**

Production Planning; Capacity Planning, Aggregate Planning, Master Production Scheduling, Material Requirement Planning; Maintenance Management.

**Unit-III:**

Material Management: An overview of Material Management, Inventory Control, Purchase Management, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

**Unit-IV:**

Quality Control: Statistical Quality Control, Acceptance Sampling, Total Quality Management, ISO-9000; Work Study: Method Study, Work Measurement.

**Suggested Readings:**

1. Heizer, J. & Render, B., *Operations Management*, Pearson.
2. Gaither, N. & Frazier, G., *Operations Management*, Thomson.
3. Adams, Everett E. (Jr) and Ebert, Ronald J., *Production and Operations Management: Concepts, Models and Behavior*, Prentice Hall of India
4. Krajewski Lee J. & Ritzman Larry P., *Operations Management: Processes and Value Chain*, Pearson.
5. Buffa, E. S. & Sareen, *Modern Production Management*, John Wiley.
6. Chary, S. N., *Production and Operations Management*, McGraw Hill.
7. Richard, B. Chase, F. Robert Jacobs, Nicolas J. Aquilano & Nitin K Agarwal, *Operations Management for Competitive Advantage*, McGraw Hill.
8. Nair, N.G. *Production and Operations Management*, McGraw Hill.





**MBA  
Semester II**

49

**MBA208**

**Business Communication and Managerial Skill Development (NUES)**

Maximum Marks: 50

**Objective:** This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

**Unit-I:**

Strengthening Oral Communication: Presentations and Extempore: Presentations and Extempore  
(10 marks)  
(There will be Five Presentations and Five Extempore by each student per semester with each activity containing 1 mark)

**Unit-II:**

Strengthening Oral Communication: Role Playing, Ad Making Innovation and Business Quiz  
(15 marks)  
(There will be one role play-5 marks, two ad-making innovation campaigns for five marks and one business quiz – 5 marks per semester)

**Unit-III:**

Strengthening Written Communication: Case Studies, Exercises on Corporate Writing, Wall Mag - Poster Making/Slogans/Captions/Articles  
(20 marks)

(There will be eight case studies -one from each subject for eight marks, Two Corporate Writing sessions for four marks and one Wall Mag contribution for eight marks)

**Unit-IV:**

Group Discussion and Mock Interviews  
(5 marks)  
(There will be total five GD/PI activities in a semester)



**MBA**  
**Semester II**

50

**MBA209**

**Current Business and Economic Affairs**

Maximum Marks: 50  
Theory Examination: 50  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of five short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course aims to develop business analytics skills among the students

- Unit-I: Current Affairs in Business Industry
- Unit-II: Current Affairs in Human Resources
- Unit-III: Current Affairs in Finance
- Unit-IV: Current Affairs in Economics
- Unit-V: Current Affairs in Marketing

**Instructions for Examiner:**

1. This paper will be based on the leading business newspapers: 'The Economic Times' and 'Financial Express'
2. The duration of the course will be June to November for Semester-I and December to, May for Semester-II.
3. Examiner is required to set two questions from Each Unit with equal marks from the respective unit, i.e. 10 marks. A question may carry 'n' number of sub-parts, depends on Examiner's discretion.
4. The student shall attempt one question from each unit.
5. Teacher(s) will submit the list of topics/lectures delivered alongwith the newspaper cuttings/clippings at the end of semester.

**Suggested Readings:**

1. The Economic Times
2. Financial Express





**MBA**  
**Semester II**

51

**MBA210**  
**Self-Study Paper**

Maximum Marks: 25  
Internal Assessment: 25  
Time: 3 hrs

**Objective:** This course aims to inculcate the writing and evaluation skills regarding inter-disciplinary topics

**Instructions:**

1. The topic of the Self-Study Paper shall not be related to the course curriculum but should be from inter-disciplinary area.
2. The Self-Study Paper will be submitted under the supervision of the designated mentor.
3. The Structure of the self-study paper shall consist of sub-heading, starting from Introduction and ending with Conclusion and References.
4. The Self Study paper shall be hand written. The evaluation shall be based on the write-up , Viva-Voce and Presentation, as under:

i.	Self-Study Paper:	15
ii.	Viva-Voce:	05
iii.	Presentation:	05
5. Self-Study Paper will be written by the students under the supervision of a teacher. It should duly be certified by the mentor.



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MBA Semester II

52

MBA201 Organizational Behaviour

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.

Objective: To familiarize the students with the organizational behaviour, its concepts and techniques used by managers to excel in the corporate world.

CONTENTS

Unit-I:

Introduction: Conceptual foundations of organisational behaviour; Nature and characteristics; Determinants; contributing disciplines; Challenges and opportunities for Organisational Behaviour. Perception, Attitudes, and Values: Nature, process, importance of perception; Factors influencing perception; Attribution theory of perception; Issues involved in perception: Selective perception, Halo effect, Contrast effect, Projection Stereotyping; Applications of perception theories in organization; Concept of Pygmalion effect; An overview of emotions, values, beliefs and attitudes with emphasis on their managerial implications.

Unit-II:

- a) Learning: Concept; Theories of learning: Classical conditioning, Operant Conditioning, Social learning, Methods of shaping the behaviour, Managerial implication of learning theories.
b) Motivation: Concept, major theories and process of motivation; Maslow's need-hierarchy theory; Herzberg's motivation-hygiene theory; McGregor's Theory X and Theory Y; Cognitive evaluation theory; Goal-setting theory; Reinforcement theory; ERG theory; Vroom's expectancy theory; Job design theory; Equity theory; Integrating contemporary theories of motivation; Culture-boundedness of motivation theories; Managerial implications of various theories.

Unit-III:

Personality: Concept and determinants; Personality traits; Major personality attributes influencing Organisational Behaviour; Locus of control; Machiavellianism; Self-esteem; Self-monitoring; Risk-taking; Type A and Type B personality. Leadership: Concept and functions; Style and theories of leadership: Traits, behavioural and situational/contingency groups of theories; Inspirational approaches to leadership; Charismatic leadership, Transformational leadership, and transactional leadership. Contemporary leadership roles. Stress: Concept; Consequences and sources; Stress Management; Individual approaches and organisational approaches.

Unit-IV:

- a) Group Behaviour: Concept and classification; Stages of group development; Group structure; Roles and group norms; Premises and issues; Group decision-making: technique and process. b) Interpersonal Relationships: Understanding self and others; Developing interpersonal relationships. Transactional analysis; Johari window. c) Conflict Management: Concept; Causes of conflict; Types





1. *Organisational Behaviour*, by *Seema Sanghi*, *Pearson Education*
2. W. Newstrom, John, *Organisational Behaviour*, McGraw-Hill
  3. Fred Luthans, *Organisational Behaviour*, McGraw-Hill,
  4. Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organisational Behaviour*, Prentice-Hall of India, Eastern Economy Edition
  5. SS Khanka, *Organisational Behaviour*, S. Chand & Co., New Delhi



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of conflicts; Stages of conflicts; Effects of conflicts; Managing conflicts. d) **Organisation process and structure:** organisational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

### Suggested readings

1. Robbins, SP, Stephen P., Timothy Judge, and Seema Sanghi, *Organisational Behaviour*, Pearson Education
2. W. Newstrom, John, *Organisational Behaviour*, McGraw-Hill
3. Fred Luthans, *Organisational Behaviour*, McGraw-Hill,
4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organisational Behaviour*, Prentice-Hall of India, Eastern Economy Edition
5. SS Khanḡa, *Organisational Behaviour*, S. Chand & Co., New Delhi





**MBA  
Semester II**

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**MBA202  
Business Research Methodology**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course is designed to introduce the students to the fundamentals of research methods and to equip them to follow scientific methods in solving business problems.

**Unit-I:**

Introduction to Research: Defining Business Research, Types of Research; Scientific Method, Theory Building, Type of Variables; Research Process: Problem Definition, Exploratory Research

**Unit-II:**

Research Designs: Concept, Need and Types of Research Designs; Survey Research: Nature of Surveys, Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research

**Unit-III:**

Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity.

**Unit-IV:**

Data Analysis: Descriptive Statistics, Uni-variate Statistics; Bi-variate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

**Suggested Readings:**

1. Zikmund, W. G. Business Research Methods, Thomson.
2. Copper, D. R., Schindler P. S. & Sharma, J. K. Business Research Methods, McGraw Hill Education. J. Burns, R. B. & Burns, R. A. Business Research Methods and Statistics using SPSS, SAGE Publications Ltd.
3. Bajpai, N, Business Research Methods, Pearson.
4. Chawla, D. & Sondhi N., Research Methodology: Concepts and Cases, Vikas Publishing House.
5. Panneerselvam, R, Research Methodology, Prentice Hall India.
6. Kothari, CR Research Methodology & Technique, New Age International Publishers.



**MBA**  
**Semester II**

**MBA203**  
**Operations Research**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To impart knowledge about major operations research techniques which are an essential aid in decision making in business.

**Unit- I**

**Introduction**

- (a) Basic concepts, OR Models and their role in decision-making.
- (b) Linear programming: Basic Concepts, Problem formulation, Graphical and Simplex methods of solution.

**Unit- II**

**(a) Transportation Models**

Formulation of transportation problem, Initial basic feasible solution by North West Corner method, Least Cost method and Vogel approximation method (VAM), Test of optimality: Stepping- stone method, MODI method.

**(b) Assignment Models**

Hungarian method of solution of assignment problem.

**Unit III**

**(a) Game theory**

Characteristics of game theory, Two-person zero sum game, Saddle point, Mixed strategies, Dominance rule.

**(b) Queuing Theory**

Introduction, Structure of Queuing System, Characteristics of M/M/1 queuing model, Applications of queuing Theory.

**Unit IV**

**PERT/CPM**

Project management: PERT and CPM, Time-Cost trade-off

**Suggested Readings:**

1. Anderson, Sweeney and Williams; *Introduction to Operational Research*; McGraw Hill
2. Vohra, N D; *Quantitative Techniques in Management*; McGraw Hill
3. Hiller and Lieberman; *Introduction to Operational Research*; McGraw Hill
4. Hamdy A. Taha; *Operations Research: An Introduction*; Pearson Education





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**MBA  
Semester II**

**MBA204  
Marketing Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To acquaint the students with the principles and practices of marketing

**Unit-I: Introduction.**

Marketing Concept -Marketing management; Nature and scope; Evolution of marketing; Selling v/s marketing; Emerging role of marketing; Marketing mix. Marketing Environment Concept; Need for study; Major elements and their impact on marketing decisions. Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.

**Unit-II: Market Segmentation and Product**

- a. Market Segmentation-Nature, basis and importance of segmentation; Pre-requisites for effective segmentation; Positioning.
- b. Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Lifecycle; The new product (Consumer); Adoption process.

**Unit-III: Pricing Decisions and Marketing Intermediaries**

- a. Price Decisions Pricing as a marketing variable; its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies
- b. Distribution Channels and Physical Distribution Decisions -Importance of marketing intermediaries used? Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution

**Unit-IV: Promotion Mix and Consumer Protection**

- a. Promotion Decisions Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods: Advertising; Personal Selling; Public Relations; and Sales Promotion.
- b. Legal, Ethical, and Social Aspects of Marketing Consumerism. Consumer protection measures in India; Recent developments in consumer protection in India.



**Suggested Readings**

1. Philip Kotlger, Levin Lane Keller, Abraham Koshy, and Mithleshwar Jha, *Marketing Management: South Asian Perspective*, Pearson Education, New Delhi
2. Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, McGraw-Hill, New Delhi.
3. E. Jerome McCarthy and William B. Perrealet, *Basic Marketing: A Managerial Approach*, McGraw-Hill; New Delhi
4. Philip Kotler and Gary Armstrong, *Principles of Marketing*, Prentice Hall of India, New Delhi
5. The Consumer Protection Act, 1986

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**MBA  
Semester II**

**MBA205  
Financial Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course seeks to help the students in developing their skills for Financial Decision making.

**Unit-I:**

Introduction to Financial Management Nature, scope, and objectives of financial management; Time-value of money; Concept of risk and return; Valuation of securities: Bonds and Equities; Functions of Finance Management in modern age.

**Unit-II:**

Long-term Investment Decisions: Concept and Principles of Capital Budgeting; Methods of capital Budgeting: Payback Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index; Capital budgeting under risk; Certainty-Equivalent Approach and Risk-adjusted Discount Rate

**Unit-III:**

- a) Working Capital Management Concept of working capital; Planning for working capital; The risk-return trade-off; Management of cash and near-cash assets; Payables management; Management of accounts receivable; Inventory management; Sources of short-term finance.
- b) Long-term Financing Decisions and Cost of Capital Capitalisation; Capital structure; Theory and Factors affecting the pattern of capital structure; Estimation of components of cost of capital; Equity capital and external and internal retained earnings; Debt and preference capital; Weighted-Average Cost of Capital (WACC) and marginal cost of capital; Sources of long-term financing; Capital structure; Operating and financial leverage; Determinants of capital structure; Corporate securities.

**Unit-IV:**

Dividend Decisions Concept of dividend; Significance of dividend decision in business; Forms of dividend; Factors affecting dividend policy; Dividend policy theories: Walter's Model; Modigliani Miller approach; Gordon's Model; Dividend policy in practice.

**Suggested Readings:**

1. James C Van home, *Financial Management and Policy*, Prentice-Hall of India, New Delhi
2. I.M. Pandey, *Financial Management*, Vikas Publication
3. MY. Khan and PK. Jain, *Financial Management*, McGraw-Hill
4. V. Sharan, *Essentials of Financial Management*, Prentice-Hall of India, New Delhi
5. Van Home and Wachowicz, Jr., *Fundamentals of Financial Management*, Prentice-Hall of India
6. Eugene F. Brigham and Joel F. Houston, *Fundamentals of Financial Management (Indian Edition)*, Cengage Learning, New Delhi
7. Ravi M. Kishor, *Financial Management*, Taxmann, New Delhi
8. RP. Rustagi, *Financial Management*, Galgotia Publishers, New Delhi.
9. Lawrence J. Gitman, *Principles of Managerial Finance*, Pearson Education, New Delhi
10. Prasanna Chandra, *Fundamentals of Financial Management*, Tata McGraw Hill



**MBA  
Semester II**

**MBA206  
Human Resource Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

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**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course will sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

**Unit-I: Introduction to HRM:**

Concepts and Perspectives of Human Resource Management; Human Resources Management in a Changing Environment; Managerial and Operative Functions of HRM, Strategic HRM.

**Unit-II:**

Recruitment, Placement and Retention Strategies; Human Resource Planning; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction, and Socialization.

**Unit-III:**

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

**Unit-IV:**

Employee Relation and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

**Suggested Readings:**

1. Aswathappa, K., *Human Resource and Personnel Management*, McGraw Hill
2. Dessler, *Human Resource Management*, Pearson Education
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press
4. Bohlander, G. & Snell, *Human Resource Management*, Cengage Learning
5. Patnayak, B., *Human Resource Management*, Prentice Hall India Learning
6. Rao, V.S.P., *Human Resource Management*, Excel Books
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.





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**MBA**  
**Semester II**

**MBA207**  
**Production and Operations Management**

Maximum Marks: 100  
Theory Examination: 80  
Internal Assessment: 20  
Time: 3 hrs

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** To acquaint the students with decision making in planning, scheduling and control of production operations in both manufacturing and service organizations

**Unit-I:**

Nature and Scope of Production and Operations Management; Types of Manufacturing Systems, Facility Location; Plant Layout: Layout Planning and Analysis.

**Unit-II:**

Production Planning: Capacity Planning, Aggregate Planning, Master Production Scheduling, Material Requirement Planning; Maintenance Management.

**Unit-III:**

Material Management: An overview of Material Management, Inventory Control, Purchase Management, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

**Unit-IV:**

Quality Control: Statistical Quality Control, Acceptance Sampling, Total Quality Management, ISO-9000; Work Study: Method Study, Work Measurement.

**Suggested Readings:**

1. Heizer, J. & Render, B., *Operations Management*, Pearson.
2. Gaither, N. & Frazier, G., *Operations Management*, Thomson.
3. Adams, Everett E. (Jr) and Ebert, Ronad J., *Production and Operations Management: Concepts, Models and Behavior*, Prentice Hall of India
4. Krajewski Lee J. & Ritzman Larry P, *Operations Management: Processes and Value Chain*, Pearson.
5. Buffa, E. S. & Sareen, *Modern Production Management*, John Wiley.
6. Chary, S. N., *Production and Operations Management*, McGraw Hill.
7. Richard, B. Chase, F. Robert Jacobs, Nicolas J. Aquilano & Nitin K Agarwal, *Operations Management for Competitive Advantage*, McGraw Hill.
8. Nair, N.G. *Production and Operations Management*, McGraw Hill.



**MBA  
Semester II**

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**MBA208**

**Business Communication and Managerial Skill Development (NUES)**

Maximum Marks: 50

**Objective:** This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

**Unit-I:**

Strengthening Oral Communication: Presentations and Extempore: Presentations and Extempore  
(10 marks)  
(There will be Five Presentations and Five Extempore, by each student per semester with each activity containing 1 mark)

**Unit-II:**

Strengthening Oral Communication: Role Playing, Ad Making Innovation and Business Quiz  
(15 marks)  
(There will be one role play-5 marks, two ad-making innovation campaigns for five marks and one business quiz – 5 marks per semester)

**Unit-III:**

Strengthening Written Communication: Case Studies, Exercises on Corporate Writing, Wall Mag - Poster Making/Slogans/Captions/Articles  
(20 marks)

(There will be eight case studies -one from each subject for eight marks, Two Corporate Writing sessions for four marks and one Wall Mag contribution for eight marks)

**Unit-IV:**

Group Discussion and Mock Interviews  
(There will be total five GD/PI activities in a semester)  
(5 marks)





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**MBA  
Semester II**

**MBA209  
Current Business and Economic Affairs**

Maximum Marks: 50  
Theory Examination: 50  
Time: 3 hrs

*Inter Assessment 10*

**Note:** *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of five short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

**Objective:** This course aims to develop business analytics skills among the students

<b>Unit-I:</b>	<b>Current Affairs in Business Industry</b>
<b>Unit-II:</b>	<b>Current Affairs in Human Resources</b>
<b>Unit-III:</b>	<b>Current Affairs in Finance</b>
<b>Unit-IV:</b>	<b>Current Affairs in Economics</b>
<b>Unit-V:</b>	<b>Current Affairs in Marketing</b>

**Instructions for Examiner:**

1. This paper will be based on the leading business newspapers: 'The Economic Times' and 'Financial Express'
2. The duration of the course will be June to November for Semester-I and December to, May for Semester-II.
3. Examiner is required to set two questions from Each Unit with equal marks from the respective unit, i.e. 10 marks. A question may carry 'n' number of sub-parts, depends on Examiner's discretion.
4. The student shall attempt one question from each unit.
5. Teacher(s) will submit the list of topics/lectures delivered alongwith the newspaper cuttings/clippings at the end of semester.

**Suggested Readings:**

1. The Economic Times
2. Financial Express



**MBA  
Semester II**

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**MBA210  
Self-Study Paper**

Maximum Marks: 25  
Internal Assessment: 25  
Time: 3 hrs

**Objective:** This course aims to inculcate the writing and evaluation skills regarding inter-disciplinary topics

**Instructions:**

1. The topic of the Self-Study Paper shall not be related to the course curriculum but should be from inter-disciplinary area.
2. The Self-Study Paper will be submitted under the supervision of the designated mentor.
3. The Structure of the self-study paper shall consist of sub-heading, starting from Introduction and ending with Conclusion and References.
4. The Self Study paper shall be hand written. The evaluation shall be based on the write-up, Viva-Voce and Presentation, as under:

i.	Self-Study Paper:	15
ii.	Viva-Voce:	05
iii.	Presentation:	05
5. Self-Study Paper will be written by the students under the supervision of a teacher. It should duly be certified by the mentor.





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## General Instructions / Guidelines for Seminar

### Seminar / Journal Club

Maximum Marks: 25

Credit: 1

In each Semester, every candidate will present a seminar on Power Point of 20 minutes duration before the students and teachers of the department.

The selection of topic will be as under;

- (a) 1<sup>st</sup> Semester: Any topic related to the subject, preferably from NET syllabus in consultation with the teachers of the department.
- (b) 2<sup>nd</sup> Semester: Any Research Paper or Article from a Journal pertaining to the subject in consultation with the teachers of the department.
- (c) 3<sup>rd</sup> Semester: Any Research Paper or Article from a National Journal of repute pertaining to the subject in consultation with the teachers of the department.
- (d) 4<sup>th</sup> Semester: Any Research Paper or Article from an International Journal or National Journal of high repute pertaining to the subject in consultation with the teachers of the department.

The evaluation of the seminar will be carried out by a three member committee (One co-ordinator and two teachers of the concerned department). The distribution of marks will be as under:

A.

- |                                |           |
|--------------------------------|-----------|
| (i) Subject matter             | :08 Marks |
| (ii) Presentation              | :08 Marks |
| (iii) Answers to the questions | :04 Marks |

B.

Attendance; Active Participation :05 Marks

and asking questions



The whole exercise should be completed at least 20 days before the commencement of each Semester examination.

Awards of each student duly signed by the committee will be submitted by the coordinator to the Chairperson/In-Charge of the department who will get it uploaded on the Exam. Portal and a hard copy of the same will be sent to the Controller of Examinations at the earliest.

## General Instructions / Guidelines for Self- Study Paper

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### Self- Study Paper

Maximum Marks: 25

Credit: 1

In each Semester, there will be a Self-Study Paper which intends to inculcate the habit of reading books and to develop writing skills in a manner of creativity and originality.

This paper aims to:

- motivate the students for innovative, research and analytical work;
- induce the habit of self - study and comprehension;
- infuse the sense of historical background of the problem; and
- assess intensity of originality and creativity of the students.

### Selection of the Topic:

In the beginning of each Semester, every candidate will choose a topic pertaining to the subject in consultation with the teachers of the department.

### Instructions for Students

1. The candidates shall prepare their papers on the topic selected by them in about 6-10 hand-written pages.
2. The manuscript should be prepared on the following lines:
  - (a) Title of paper
  - (b) Introduction
  - (c) Main body using (i) headings and sub-headings; (ii) Tables, graphs, charts, photographs, wherever necessary
  - (d) Conclusion/ suggestions
  - (e) Key words and Summary
  - (f) References/ Suggested Readings
3. Besides hand-written manuscript, each candidate will prepare a PPT of the paper to be used at the time of Viva-Voce. While doing so, if a candidate feels any difficulty, he/she may seek the help of the teachers of the department. Teachers shall also monitor the progress of the candidates in this regard.

The hand-written paper duly checked and signed by the teacher will be submitted to the coordinator concerned at least 15 days before the commencement of each Semester examination. The coordinator will submit the same to the respective In-charge/Chairperson of the department who in turn, will forward it to the Controller of Examinations office at the earliest.





**Evaluation and Distribution of Marks****A. Evaluation:****15 Marks**

The self-study paper will be evaluated by an external examiner. The distribution of marks will be as under:

- |                                     |           |
|-------------------------------------|-----------|
| (i) Subject matter                  | : 5 Marks |
| (ii) Organization of subject matter | : 3 Marks |
| (iii) Conclusion/suggestions        | : 4 Marks |
| (iv) References/Suggested Readings  | : 3 Marks |

**B. Viva-Voce:****10 Marks**

The external examiner will hold Viva-Voce based on the contents of the student's Self-Study paper focusing upon the power point presentation by the candidate. An internal examiner/teacher shall assist for the smooth conduct of evaluation and viva-voce.

Awards of each student duly signed by the external and internal examiners, and counter-signed by the Chairperson/In-Charge of the department who will forward the same to the Controller of Examinations at the earliest.

**(REGISTRAR)**

  
**Superintendent (Academic)**  
**Maharshi Dayanand University,**  
**ROHTAK**

