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DEPARTMENT OF BUSINESS ADMINISTRATION  
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA

**COURSE CURRICULUM AND SCHEME OF EXAMINATIONS**  
**FOR**  
**MASTER OF BUSINESS ADMINISTRATION**  
**(2 – YEAR COURSE)**

**MBA 2 Year 1<sup>st</sup> Semester (Total Credits: 30)**

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-211	Management Process and Organizational Behaviour	3	1	0	4	4
MBA-212	Business Statistics	3	1	0	4	4
MBA-213	Managerial Economics	3	1	0	4	4
MBA-214	Business Environment	3	1	0	4	4
MBA-215	Business Communication	3	1	0	4	4
MBA-216	Accounting for Managers	3	1	0	4	4
MBA-217	Management Information System	3	1	0	4	4
MBA-218	Seminar	-	-	-	-	2
Open Elective Course(s) (For the students of other departments)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-OE-01	Fundamentals of Management	3	1	0	4	4
MBA-OE-02	Communication Skills	3	1	0	4	4
MBA-OE-03	Entrepreneurship Development	3	1	0	4	4

**MBA 2 Year 2<sup>nd</sup> Semester (Total Credits: 28)**

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-221	Research Methodology	3	1	0	4	4
MBA-222	Production and Operations Management	3	1	0	4	4
MBA-223	Operations Research	3	1	0	4	4
MBA-224	International Business	3	1	0	4	4
MBA-225	Marketing Management	3	1	0	4	4
MBA-226	Human Resource Management	3	1	0	4	4
MBA-227	Financial Management	3	1	0	4	4

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Open Elective Course(s) (For the students of other departments)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-OE-01	Fundamentals of Management	3	1	0	4	4
MBA-OE-02	Communication Skills	3	1	0	4	4
MBA-OE-03	Entrepreneurship Development	3	1	0	4	4

**Summer Training:** At the end of second semester, all the students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in the organizations as approved by the Department from time to time. Each student will be required to submit a summer training report to the department for the work undertaken during this period within one month of the commencement of the third semester for the purpose of evaluation in the third semester.



**MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR**  
**(MBA-211)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize students with basic management concepts and behavioural process in organization.

**Course Contents:**

Unit 1 Management: Concept, Nature and Scope, Management Process, Principles, Functions, Skills and Managerial Roles, Evolution of Management Thoughts, Environmental Context of Management, Contemporary Issues and Challenges in Management; Corporate Social Responsibility, Managerial Decision-Making.

Unit 2 Planning: Nature and Elements of Planning, Strategic Planning, Role of Planning in Decision-Making; Organizing: Meaning and Nature, Organizational Design, Span of Control, Delegation and Decentralization; Leading, Leadership skills and styles; Motivation: Concept and Theories; Controlling: Nature, Process and Controlling Techniques.

Unit 3 Organizational Behaviour: Concept and Significance, Models, Classical, Neo-classical and Modern Theories of Organizational Structure; Understanding and Managing Individual Behaviour: Personality, Perception, Values, Attitudes, Learning and Reinforcement.

Unit 4 Understanding and Managing Group Behaviour: Processes, Interpersonal and Group Dynamics, Stress and Conflict Management, Negotiation, Emotional Intelligence, Organizational Change and Development; Organizational Culture: Managing Cultural Diversity; Knowledge Based Enterprise- Systems and Processes.

**Suggested Readings:**

- Koontz and Wehrick, H., *Management*, Tata McGraw Hill, New Delhi.
- Robbins, Aggarwal and Madhushree, *Fundamentals of Management*, Pearson Education, New Delhi.
- Robbins, Judge and Vohra, *Organizational Behaviour*, Pearson Education, New Delhi.
- Stoner, Freeman and Gilbert, *Management*, Pearson Education, New Delhi.

**Note:**

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**BUSINESS STATISTICS**  
**(MBA-212)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The object of this course is to enable the students to learn about the statistical tools and techniques for decision making.

**Course Contents:**

**Unit 1** Statistics: Meaning, Characteristics and Significance; Data Collection, Classification and Tabulation; Diagrammatic and Graphic Presentation; Sampling and Sampling Methods; Univariate Analysis: An overview of Central Tendency, Dispersion and Skewness. Correlation and Regression Analysis: Two variables only.

**Unit 2** Probability Theory: Classical, Relative and Subjective Probability; Addition and Multiplication Probability Models; Conditional Probability and Bayes' Theorem; Discrete and Continuous Probability Distributions; Probability Distributions: Binomial, Poisson, Exponential and Normal distributions.

**Unit 3** Time Series Analysis: Meaning and Components, Measurement of Trend and Seasonal variations; Index Numbers: Meaning and types, Tests of Adequacy; Special problems: Shifting the Base, Splicing, Overlapping Index Series.

**Unit 4** Statistical Quality Control: Causes of variations in quality characteristics, Quality Control Charts - purpose and logic, constructing a Control Chart, Computing the Control Limits (X and R charts), Control Charts for Attributes - Fraction Defectives and Number of Defects; Acceptance Sampling.

**Suggested Readings:**

- Gupta, S. P., *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan India Ltd., New Delhi.
- Khandelwal, A., *Business Statistics*, New Age International Publishers Ltd., New Delhi.
- Sharma, J. K., *Business Statistics*, Vikas Publishing House Pvt. Ltd., New Delhi.
- Richard, I. Levin and David, S. Rubin, *Statistics for Management*, Pearson, New Delhi.

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**MANAGERIAL ECONOMICS**  
**(MBA-213)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with the concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision making.

**Course Contents:**

Unit 1 Managerial Economics: Nature and Scope, Role of Managerial Economist in Decision Making; Objectives of a Firm, Concept of Demand and Elasticity of Demand.

Unit 2 Consumer's Equilibrium; Utility and Indifference Curve Approaches, Production and Cost Functions, Economies of Scale, Break-even Point; Learning Curve.

Unit 3 Firm Behaviour under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly (cartels, kinked demand model and price leadership).

Unit 4 Macro Economics - Concepts of National Income, Circular flow of Income, Business Cycles, Growth and Development.

**Suggested Readings:**

- Brighann, E. F., Pappas, J. L., Managerial Economics, Dryden Press, Illinois.
- Dwivedi, D.N., Managerial Economics, Vikas Publication, New Delhi.
- Jhingan, M.L., Managerial Economics, Vrinda Publication, New Delhi.
- Peterson, Lewis, Managerial Economics, Prentice Hall of India, New Delhi.
- Salvatore, Managerial Economics in Global Economy, Thomson Learning, Mumbai.

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**BUSINESS ENVIRONMENT**  
**(MBA-214)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to familiarize the students with the nature and changing dimensions of business environment in India.

**Course Contents:**

**Unit 1** Business Environment: Nature, Components; Dynamics of Business Environment; Key Indicators; Risk in Business Environment; Environment Scanning; Economic Environment: Monetary, Fiscal and Industrial Policies-1956 and 1991.

**Unit 2** Economic Reforms; Impact of Liberalization, Privatization and Globalization; Role of MNC's in economic growth; Government Policy concerning development of Backward Areas/Regions; Future of MSMEs; Problems of Sick Industries and Remedies.

**Unit 3** Corporate Governance and Ethics; Value-based Organizations; Social Responsibilities of Business; Role of Voluntary Organizations in Protecting Consumer Rights; Consumer Protection Act-An Overview; Intellectual Property Rights-An Overview; Competition Bill 2001; Environment Protection Act-An Overview.

**Unit 4** Role of WTO, IMF and World Bank in Indian Economy; Foreign Direct Investment in India; Multilateral Environment Agreements (MEAs); International Trade Blocks; Emerging Opportunities for Global Business.

**Suggested Readings:**

- Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.
- Bedi, Suresh, *Business Environment*, Excel Books, New Delhi.
- Biswanath, Ghosh, *Economic Environment & Business*, Vikas Publishing House, New Delhi.
- Cherunilam, Francis, *Business Environment*, Himalaya Publishing House, New Delhi.

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**BUSINESS COMMUNICATION**  
**(MBA-215)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills to help them in communicating effectively for handling inter as well as intra organizational issues.

**Course Contents:**

**Unit 1** Communication: Meaning, Process, Need, Objectives and Importance; Models of Communication, Types of Communication; Barriers in Communication; Guidelines for Effective Communication; Role of Information Technology in Communication; Modern forms of Communication.

**Unit 2** Non-verbal Aspect of Communication: Kinesics, Proxemics and Para-Language; Writing Skills; Listening Skills; Presentation Skills; Audience Analysis.

**Unit 3** Communication within the Organization: Preparation of Memo, Notice, Circular, Order, Proposal, Agenda and Minutes of the Meeting; Report-Writing; Communication outside the Organization: Meaning and importance of Business Correspondence; Layout and essential features of Business letter.

**Unit 4** Employment Oriented Communication: Resumes; Applications; Interviews and Group Discussion.

**Suggested Readings:**

- Courtland, L. B, John, V. T. and Chaturvedi, M., *Business Communication Today*, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, *Effective Business Communication*, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., *Business Communication*, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., *Effective Business Communication*, Tata McGraw Hills, New Delhi.
- Raman, Meenakshi and Singh, Prakash, *Business Communication*, Oxford University Press, New Delhi.

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**ACCOUNTING FOR MANAGERS**  
**(MBA-216)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of accounting information for planning, decision making and control.

**Course Contents:**

Unit 1 Financial Accounting: Meaning, Scope and Importance; Accounting Concepts and Conventions; Accounting Process; Preparation of Final Accounts of Non-Corporate Entities; Performa of Balance Sheet of Joint-Stock Companies; Depreciation Accounting and Policy; Formation and Importance of Accounting Standards; Convergence of Indian Accounting Standards with International Financial Reporting Standards (IFRS).

Unit 2 Cost Accounting: Nature and Scope, Cost Concepts and Classifications, Usefulness of Costing to Managers, Preparation of Cost-Sheet, Activity Based Costing; Standard Costing and Variance Analysis; Marginal Costing and Absorption Costing - Usefulness and Limitations, Applications of Marginal Costing for Decision Making; Break-Even Analysis.

Unit 3 Management Accounting: Nature, Scope and Tools of Management Accounting, Management Accounting vs. Financial Accounting; Financial Analysis: Ratio Analysis, Funds Flow Statement and Cash Flow Statement.

Unit 4 Budget and Budgetary Control: Types of Budgets and their preparation, Performance Budgeting and Zero-Base Budgeting; Responsibility Accounting; Divisional Performance and Transfer Pricing.

**Suggested Readings:**

- Anthony R. N. and Reace J. S., *Accounting Principles*, Tata McGraw Hill, New Delhi.
- Bhattacharya S. K. and Dearden J., *Accounting for Management - Text and Cases*, Vikas Publishing House, New Delhi.
- Hingorani, N. L. and Ramanathan, A. R., *Management Accounting*, Sultan Chand, New Delhi.
- Maheshwari, S. N., *Advanced Accounting*, Vikas Publishing House, New Delhi.

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**MANAGEMENT INFORMATION SYSTEM**  
**(MBA-217)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with Information Systems in Management.

**Course Contents:**

Unit 1 MIS - Definition, Nature, Scope; Information theory; Impact of Information Systems on Organizational Decision Making; Information–Types, Characteristics; Types of Information System in organizations and their interrelationships.

Unit 2 System Development Life Cycle, Role of System Analyst, System Analysis and Design. IT infrastructure and platforms; Telecommunications, Networks and the Internet; Role and Importance of Wireless Communication in Organizations, New trends in Information Technology.

Unit 3 MIS Applications: Operational Excellence and Customer Intimacy through Information Systems, Knowledge Management Systems, Executive Support Systems; Designing for Online and Distributed Environments; Implementation and Control of Project.

Unit 4 Managing Data Resources- DSS and RDBMS; Enterprise Resource Planning (ERP), E-Commerce, E- Governance. Evaluation of Information Systems. M-Commerce; Ethical, Social and Security Issues in Information System.

**Suggested Readings:**

- Goyal, D. P., *Management Information System*, Vikas Publications, New Delhi
- Gupta, H., *Management Information System*, International Book House, New Delhi.
- Jha, D. G., *Computer Concepts and Management Information System*, Prentice Hall of India, New Delhi.
- Kenneth, C. Laudon and Carlo Guerico Traver, *Management Information System*, Prentice Hall of India, New Delhi.
- Sadagopan S., *Management Information System*, Prentice Hall of India, New Delhi.

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**SEMINAR**  
**(MBA-218)**

**Course Credits: 2**

The Seminar will be presented by each student on any topic relating to Indian Ethos and Values and current Socio-Economic context.



**RESEARCH METHODOLOGY**  
(MBA-221)

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for decision making.

**Course Contents:**

**Unit 1** Research: Meaning and Nature, Scope of Research Methodology; Steps in Research Process; Role of Research in Decision-Making; Ethics in Business Research.

**Unit 2** Research Designs - Exploratory, Descriptive and Experimental; Data Collection Methods: Observation, Interview, Questionnaire and Schedule; Sampling Design: Probability and Non-Probability Sampling, Sampling and Non-Sampling Errors; Determination of Sample Size.

**Unit 3** Attitude Measurement: Need of Measurement in Research, Measurement Scales, Tests of Sound Measurement, Techniques of developing Measurement Tools, Characteristics of good Measurement; Scaling Techniques.

**Unit 4** Statistical Inference: Hypothesis Testing Procedure; Estimation: Point and Interval Estimation; Parametric tests: t-test, F-test, Z-test, ANOVA; Non-parametric tests: Chi-square test, Sign test, Mann-Whitney U-test, and Kruskal-Wallis test; Writing a Research Report: Process and Components.

**Suggested Readings:**

- Donald, R. Cooper & Pamela, S. Schindler, *Business Research Methods*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Gupta, S. P., *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan India Ltd., New Delhi.
- Sarangi Prasant, *Research Methodology*, Taxmann Publications, New Delhi.
- Sharma J. K., *Business Statistics*, Pearson Education Pvt. Ltd., Delhi.
- Sharma, R. K., *Research Methodology*, National Publishing House, New Delhi.

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**PRODUCTION AND OPERATIONS MANAGEMENT**  
**(MBA-222)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The basic objective of this course is to familiarize the students with the important functional areas of production management.

**Course Contents:**

Unit 1 Production - Definition, Nature, Scope and Importance, Production as a Functional Area of Management; Aggregate Production Planning: Capacity Planning, Process Planning; Production Systems - Job, Batch and Flow Production, Continuous and Intermittent Production.

Unit 2 Location and Layout: Need, Meaning, and Types of Plant Layout, Plant Layout and Material Handling; Inventory Management: Techniques of Inventory Control; Production Forecasting - Concept, Importance and Methods; Production Planning and Control.

Unit 3 Management of Facilities; Line Balancing, Equipment Replacement and Maintenance; Determinants of Product Mix; Master Production Scheduling; Materials Requirement Planning; Method Study - Concept, Applications, Procedure, Waste Management.

Unit 4 Work Measurement Time Study - Concept, Applications, Procedure, Determination of Standard, Actual and Normal Time, Performance Rating, Work Sampling; Supply Chain Management - Vendor Evaluation and Audit; Quality Management; Statistical Quality Control, Six Sigma.

**Suggested Readings:**

- Aswathappa, K. and Bhat, K. Shridhara: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Chunnawalla, K. and Patel, D. R.: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Panneerselvam, R.: *Production and Operations Management*, PHI, New Delhi.
- Saxena J. P.: *Production and Operations Management*, Tata McGraw Hill, New Delhi.

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**OPERATIONS RESEARCH**  
**(MBA-223)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in decision support, business analytics, marketing analysis and logistics planning.

**Course Contents:**

Unit 1 Linear Programming: Structure of an LP Model, Assumptions, Formulation of Product Mix Problems. Graphical, Simplex and Artificial Variables Techniques for Solution, Duality and Sensitivity Analysis.

Unit 2 Transportation Problems: Initial Feasible Solution and Optimal Solution; Assignment Problems: Minimization using Hungarian Algorithm; Decision Theory: Decision making under risk and uncertainty, Decision Trees; Game theory: Pure strategies & Mixed strategies.

Unit 3 Project Management: Network construction, PERT and CPM; Queuing Theory: Structure and Operating characteristics of a queuing system, Queuing models: Deterministic and Single server probabilistic models.

Unit 4 Inventory Management: Elementary Models with and without shortages; Replacement Models; Sequencing System: Concept, Assumptions and Solution of Sequencing Problems.

**Suggested Readings:**

- Frederick K. Hiller and Gerald J. Lieberman; *Introduction to Operations Research*; Tata McGraw Hill, New Delhi.
- Gupta Prem Kumar & Hira, D.S.; *Operations Research*; S. Chand, New Delhi.
- Panneerselvam, R.; *Operations Research*; Prentice Hall India, New Delhi.
- Sharma, J.K.; *Operations Research Theory and Practice*; Laxmi Publications, New Delhi.
- Vohra, N.D.; *Quantitative Techniques in Management*; Tata McGraw Hill, New Delhi.

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**INTERNATIONAL BUSINESS**  
**(MBA-224)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of the paper is to acquaint the students with the fundamentals of international business and to provide an exposure to multiple dimensions of the field and imparts international perspective to business decisions.

**Course Contents:**

Unit 1 International Business Environment; Recent Global Trends in International Trade; Theories of International Business; India's Foreign Trade Policy; Foreign Market Entry Strategies.

Unit 2 Role of Export Zones and Export Oriented Units; Export Incentives; International Production and Operation Management, International Taxation, Global Competitiveness and Technological Developments, Global E-Business, Designing Global Organizational Structure and Control, Multi-cultural Management, Global Business Strategy, Global Marketing Strategy.

Unit 3 International Financial Environment; World Trading System and Impact of WTO; Exchange Rate System; Barriers to International Business; Control Mechanism in International Business.

Unit 4 Foreign Investment Decisions; Foreign Direct Investment and Foreign Portfolio Investment, Impact of Foreign Direct Investments on Home and Host Countries; Motives for Foreign Collaborations; Foreign Exchange Markets; External Debt Management; Country Risk Analysis.

**Suggested Readings:**

- Beth V. Yarbrough and Robert H. Yarbrough. *The World Economy – Trade and Finance*, Thomson Learning, Singapore.
- Cherunilam, Francis. *International Business*, PHI, New Delhi.
- Hill, Charles W.L., *International Business-competency in the Global Marketplace*, Tata McGraw Hill, New Delhi.
- Joshi Rakesh Mohan, *International Business*, Oxford Publication, New Delhi.
- Sharan, V., *International Business: Concept, Environment and Strategy*, Pearson Education, New Delhi.

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**MARKETING MANAGEMENT**  
**(MBA-225)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues in the marketing of products and services.

**Course Contents:**

Unit 1 Marketing: Nature, Scope and Concept. Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research, Marketing Myopia, Marketing Mix, Understanding Consumer and Industrial Markets. Consumer Behaviour and factors influencing consumer buying behaviour, Buying process.

Unit 2 Market Segmentation, Targeting and Positioning; Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Service Marketing; Pricing: Objectives, Methods and Strategies.

Unit 3 Promotion Decisions: Promotion Mix - Advertising, Sales Promotion, Publicity and Personal Selling; Integrated Marketing Communication; Sales Management and Public Relations. Distribution Channels: Role of Intermediaries; Wholesaling and Retailing;

Unit 4 Customer Relationship Management, Relationship Marketing; Ethics in Marketing; New issues in Marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Test Marketing Network Marketing, Event Marketing; Holistic Marketing. Online Marketing; Export Marketing.

**Suggested Readings:**

- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithleshwar. *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Kumar Arun, Meenakshi N., *Marketing Management*, Vikas Publication, New Delhi.
- Saxena Rajan, *Marketing Management*, Tata McGraw Hill, New Delhi.
- Ramaswamy V.S., Namakumari S., *Marketing Management Global Perspective*, McGraw Hill Education, New Delhi.

**Note:**

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**HUMAN RESOURCE MANAGEMENT**  
**(MBA-226)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The objective of this course is to sensitize the students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

**Course Contents:**

Unit 1 HRM: Concept, Perspective, Significance, Scope and Functions; Evolution of Human Resource Management; External and Internal Environment; Challenges of HRM; Role of Human Resource Practitioners, HRM in Changing Environment; Strategic Management of Human Resources.

Unit 2 Job Analysis: Job description and Job Specification, Human Resource Planning; Recruitment and Selection; Placement and Induction; Internal Mobility; Training and Development; Designing of Training Programme, Evaluation of Training Effectiveness; Personnel Development: Methods and Techniques; Career Planning and Development; Human Resource Information System.

Unit 3 Performance Appraisal and Evaluation: Traditional and Modern Methods; Potential Assessment; Feedback and Performance Counseling; Job Evaluation and Merit Rating; HRD: Concept and Goals; Human Resource Records, Accounting and Audits; Exit Policy and its Implications; Employees' Welfare.

Unit 4 Compensation and Benefits: Wage Determination and Salary Administration, Fringe Benefits; Rewards and Incentives; Employee Morale and Productivity: Concept, Factors determining Morale; Employee Discipline: Disciplinary Action, Domestic enquiry.

**Suggested Readings:**

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- De Cenzo, D.A & Robbins, S.P., *Human Resource Management*, Wiley, New York.
- Memoria and Memoria, *Human Resource Management*, Himalaya Publishing House, New Delhi.
- Pathayak, Bishwjeet, *Human Resource Management*, PHI, New Delhi.
- Rao, V.S.P, *Human Resource Management*, Excel Books, New Delhi.

**Note:**

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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**FINANCIAL MANAGEMENT**  
**(MBA-227)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The purpose of this course is to acquaint the students with the broad framework of financial decision making in business.

**Course Contents:**

Unit 1 Financial Management: Nature, Scope, Functions; Objectives of Financial Management; Time Value of Money; Sources of Finance; Financial Planning: Need and Steps; Principles of Sound Financial Planning; Estimating Financial Needs; Capitalization: Theories of Capitalization, Over and Under Capitalization.

Unit 2 Capital Structure: Concept and Importance, Optimum Capital Structure, Theories of Capital Structure, Factors affecting Capital Structure; Leverage: Financial, Operating and Combined Leverage; Cost of Capital: Concept and Importance, Computation of Cost of Various Sources of Finance, Weighted Average Cost of Capital, Marginal Cost of Capital.

Unit 3 Capital Budgeting: Concept and Importance, Methods of Capital Budgeting, Risk Analysis in Capital Budgeting, Working Capital: Concept, Need, Determinants and Estimation of Working Capital; Management of Cash, Inventory and Receivables; Dividend Policy: Types and Factors affecting Dividend Policy; Dividend Models.

Unit 4 Management of Corporate Distress and Restructuring Strategy; Mergers and Acquisitions, Corporate Risk Management; Brief overview of Money Markets and Capital Markets, Banking and Non-Banking Financial Companies.

**Suggested Readings:**

- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Chandra, Prasanna, *Financial Management*, Tata McGraw Hill, New Delhi.
- Kishore, M., *Financial Management*, Taxmann Publications, New Delhi.
- Hone, Van, *Financial Management and Policy*, Prentice Hall of India, New Delhi.

**Note:**

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**OPEN ELECTIVE COURSE(S)**

**FUNDAMENTALS OF MANAGEMENT  
(MBA-OE-01)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** To facilitate an understanding of concepts, principles and functions of management.

**Course Contents:**

**Unit 1** Management: Concept, Nature and Scope; Management Process, Principles and Functions of Management; Management as an Art, Science and Profession; Levels of Management; Management Vs. Administration, Managerial Roles.

**Unit 2** Financial Management: Concept, Approaches, Objectives, Functions and Importance; Organization of Finance Functions; Sources of finance and Time Value of Money.

**Unit 3** HRM: Concept, Scope, Significance and Functions; Job Analysis: Job Description and Job Specification; Human Resource Planning; Recruitment and Selection; Training and Development: Objectives, Types and Methods.

**Unit 4** Marketing: Concept, Nature and Scope; Marketing Mix; Market Segmentation: Introduction, Importance and Basis of Segmentation; Product Mix, Product Life Cycle; Advertising and Sales Promotion.

**Suggested Readings:**

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Prasad, L.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Khan, M. Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar. *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.

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**COMMUNICATION SKILLS**  
**(MBA-OE-02)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** The course is aimed at equipping the students with the necessary skills to help them in communicating effectively and handling inter as well as intra organizational issues.

**Course Contents:**

Unit 1 Communication: Meaning, Process, Need, Objectives and Importance; Models of Communication, Types of Communication; Barriers in Communication; Guidelines for Effective Communication; Role of Information Technology in Communication; Modern forms of Communication.

Unit 2 Non-verbal Aspect of Communication: Kinesics, Proxemics and Para-Language; Writing Skills; Listening Skills; Presentation Skills; Audience Analysis.

Unit 3 Communication within the Organization: Preparation of Memo, Notice, Circular, Order, Proposal, Agenda and Minutes of the Meeting, Report-Writing; Communication outside the Organization: Meaning and importance of Business Correspondence; Layout and essential features of Business letter.

Unit 4 Employment Oriented Communication: Resumes; Applications; Interviews and Group Discussion.

**Suggested Readings:**

- Courtland, L. B., John, V. T. and Chaturvedi, M., *Business Communication Today*, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, *Effective Business Communication*, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., *Business Communication*, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., *Effective Business Communication*, Tata McGraw Hills, New Delhi.
- Raman, Meenakshi and Singh, Prakash, *Business Communication*, Oxford University Press, New Delhi.

**Note:**

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**ENTREPRENEURSHIP DEVELOPMENT**  
**(MBA-OE-03)**

**Course Credits: 4**

**End-Term Exam: 70 Marks**

**Time Allowed: 3 Hours**

**Course Objective:** To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

**Course Contents:**

Unit 1 Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

Unit 2 Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

Unit 3 Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning.

Unit 4 Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme.

**Suggested Readings:**

- Barringer, Brace R., and Duane, R., "*Entrepreneurship*", Prentice Hall, New Jersey.
- Gupta S. L. and Mittal Arun, "*Entrepreneurship Development*", International Book House, New Delhi.
- Hisrich, Robert D., Michael Peters and Dean Shepherd, "*Entrepreneurship*", Tata McGraw Hill, New Delhi.
- Kumar S. Anil, Poorima S. C. and Abraham M. K., "*Entrepreneurship Development*", New Age Publishers, New Delhi.

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