

University Centre for Distance Learning



**Syllabi & Scheme of Examination
PGDBM/MBA-1st & -2nd Semesters
2014-2015**

Chaudhary Devi Lal University Sirsa (Haryana)

Website:- www.cdlu.ac.in



**SCHEME OF
EXAMINATION AND SYLLABI**

(Distance Education Mode)

Paper Code	Course Nomenclature	Max. Marks	Min. Marks	Internal Marks
FIRST SEMESTER				
CP-101	Management Process and Organizational Behaviour	70	30	30
CP-102	Managerial Economics	70	30	30
CP-103	Business Environment	70	30	30
CP-104	Accounting for Managers	70	30	30
CP-105	Management Science	70	30	30
CP-106	E-Commerce	70	30	30
SECOND SEMESTER				
C221	Business Communication	70	30	30
C222	Research Methodology	70	30	30
C223	Statistics Analysis	70	30	30
C224	Financial Management	70	30	30
C225	Marketing Management	70	30	30
C226	Human Resource Management	70	30	30

MANAGEMENT PROCESS AND ORGANIZATION BEHAVIOR

Course Contents

Evolution of management thought systems and contingency approach for understanding organizations; Managerial process, functions, skills and roles in an organization; Social responsibility of Business.

Understanding and managing individual behavior; personality; perception attitudes; learning; Decision making; Management by objectives.

Understanding and managing group processes - interpersonal and group dynamics; application of emotional intelligence in organization; Leadership and influence process; work motivation.

Understanding and managing organizational system-organizational design and structure, work stress, organizational change and development; conflict management; stress management.

Suggested Readings

- 1 Koontz, Hand Wechrich. H.Management. 10th ed. New York, McGraw Hill, 1995.
- 2 Luthans, F. Organizational Behavior. 7th Ed. New York, McGraw Hill, 1995.
- 3 Robbins, S.P. Management. 5th Ed: New Jersey, Englewood Cliffs, Prentice Hall Ins. 1996
- 4 Robbins, S.P. Organizational Behavior. 7th ed., New Delhi, Prentice Hall of India, 1996 .
- 5 Staw, B.M. Psychological Dimensions of Organization Behavior, 2nd ed., Englowed Cliffs. New Jersey, Prentice Hall inc, 1995.
- 6 Stoner, J etc. Management 6th ed., New Delhi, Prentice Hall of India, 1996.
- 7 Singh, Dalip Emotional Intelligence at work, response books, Sage Publication, Delhi-2001

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the student would be re-quired to attempt five questions. All questions wiii carry equal marks.

MANAGERIAL ECONOMICS

Course Contents

Nature and scope of Managerial Economics; importance of managerial decision making; marginal analysis; Objective of a firm;

Demand function, Elasticity of demand and its significance in managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price; income and substitution effects; Fundamentals of demand estimation and "fore-casting";

Short-run and Long-run Production functions; Cost curves and economies of scale. Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; pricing strategies and tactics.

National income-alternative concepts and measurement of National Income.

Inflation type, measurement and control; Balance of payments; Monetary Fiscal Policies.

Suggested Readings:

- 1 Peterson, Lewis, Managerial economics, Prentice Hall of India, New Delhi.
- 2 Salvatore, Managerial Economics in Global Economy, Thomson Learning, Bombay.
- 3 E.F. Brigham and J.L. Pappas, Managerial Economics, Dryden Press, Illinois.
- 4 "Divide, D.N. Managerial Economics, Vikas Publishing House, New Delhi.
- 5 Mehta, P.L. Managerial Economics, Sultan Chan, New Delhi.

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BUSINESS ENVIRONMENT

Course Contents

Nature, components and determinants of business environment; dynamic of business environment, key indicators; Risk in business environment, assessing business environment-country risk and political risk.

Current state of business environment in India; Economics reforms- Liberalization, privatization, globalization, industrial policy and industrialization trends, public enterprise reforms and disinvestment programmes; competitive environment; financial environment. India's current balance of payment position, globalization trend Trade reforms & trends, FDI policy & trends, India's share in world economy.

Trends in global trade & investment; Nature & operation of multilateral' economic institution-World Bank, WTO & IMF and their impact on Indian business environment. Factors of global competitiveness.

Suggested Readings:

- 1 Daniel, John D and radebangh, Lee H International business. 5th ed., New York, Addison Weley. 1989
- 2 Charles W Hill, International Business Fourth edition, Tata McGraw Hill; Publications Companies.
- 3 A.K. Sundaram/J. Stemart Block, the International Business Environment, PHI

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ACCOUNTING FOR MANAGERS

Course Contents

Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Formation and importance of accounting Standards; Accounting process.

Depreciation accounting and policy, Preparation of final accounts of non-corporate entities, Preparation of Balance sheet of Joint-stock Companies.

Cost-accounting; nature and scope of costing; Cost concepts and Classification; Usefulness of Costing to managers; Preparation of Cost-Sheet.

Management Accounting: nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting; financial analysis: Ratio analysis, Funds Flow Statement, Cash Flow Statement.

Budgeting: Types of budgets and their preparation, Performance budgeting and Zero-base budgeting.

Marginal costing: Break-even analysis, Decision involving alternative choices. Standard Costing: An overview.

Suggested Readings

- 1 Anthony R.N. and Reece J.S. Accounting principles, 6th ed;', Homewood, Illinois Richard D. Irwin, 1995.
- 2 Bhattacharya S.K. and Dearden J. accounting for Management. Text and cases, New Delhi, Vikas, 1996
- 3 Gupta, R.L. and Ramaswamy, Advanced Accountancy, Volume I & II, Sultan Chand & Sons.
- 4 Hingorani, N.L. and Ramanathan, A.R. Management Accounting, 5th'ed. New Delhi, Sultan Chand, 1992.
- 5 Jawahar Lai, Cost Accounting, Vikas Publishing House, New Delhi.
- 6 Maheshwari, S.N. Advanced Accounting, Vikas Publishing House, New Delhi.

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MANAGEMENT SCIENCE

Course Contents

Management Science - Basic Concepts and its role in decision-making.

Linear programming meaning, scope and assumptions. Formulation of linear programming problem & solution by graphical & simplex methods. Some Special cases like degeneracy, unboundedness, infeasibility and multiple optimal solutions.

Sensitivity analysis, Integer programming, goal programming, dynamic programming and non linear programming.

Transportation and Assignment models including trans-shipment and routing problems; Some special cases like minimization, unbalanced problems, degeneracy in transportation models.

Queuing theory; Inventory management techniques; PERT/CPM; Decision theory and decision trees; Game theory; Simulation.

Suggested Reading

- 1 Budnik, Frank S. Dennis Meleavey, Richard Principal of Operation Research. 2nd ed., Richard Irwin, Illions-AllIndia Traveller Bookseller, New Delhi, 1995.
- 2 Gould. F.J. etc. Introduction to Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
- 3 Mathur, K and Solow, D. Management Science. Englewood New Jersey, Prentice Hall Inc. 1994 .
- 4 Narang A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995
- 5 Sharma, J.K. Operations Research: Theory and Application. New Delhi, Macmillan India Ltd., 1997.
- 6 Taha, H.A. Operations Research-An Introduction, New York, Mc-Millan, 1989.
- 7 Theirouf, RJ and Klekamp. R.C. Decision Making through Operations Research. New York, John Wiley, 1989.
- 8 N.D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2001.

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COMMERCE

Course Content

Introduction to Electronic Commerce: Framework, applications: network infra-structure (including internet), internet commercialization.

Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, Value-added network; digital library;

Security; advertisement & marketing on internet, introduction to e-CRM, consumer search & resource discovery, computer based education & training, digital copyrights.

Fundamentals of mobile computation and wireless computation, multimedia & digital video, software agents; characteristics & properties, technology, tele-script, agent language, applets & browsers.

Suggested Readings

- 1 Kienan, Managing Your E-Commerce Business, Prentice Hall of India, H.Delhi.
- 2 Kosiur, Understanding E-commerce, Prentice Hall of India, NDelhi.
- 3 Kalakota, Whihston, Frontiers of Electronic Commerce, AddisonWesley.
- 4 Schneider P. Grey, Perry T. James, E-Commerce, Thomson Learning, Bombay.
- 5 Shurety, E-business with Net Commerce (with CD); Addison Wesley.
- 6 Napier, Creating a winning E-business, Vikas Publishing House, New Delhi.
- 7 Didar Singh, E Commerce for Manager, Vikas Publishing House, New Delhi.
- 8 Whitely Dayid, Electronic Commerce, TMH, N.Delhi
- 9 Efraim Turban, Jay Lee, David King & h. Michael Chang, Electronic Commerce; A Managerial Perspective, Pearson Education, New Delhi.

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BUSINESS COMMUNICATION

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents:

Communication: Concept, Process, need, Objectives and Importance of Communication: Mean/Media and Types of Communication: Barriers in Communication: Guidelines for Effective Communication:

Tips for Clear Writing: Listening as tool of Communication.

Communication within the Organization: Preparation of Memo, Notices, Circulars, Orders, Proposals, Agenda and Minutes of the meeting: Report Writing, Presentation and Speeches.

Communication outside the Organization: Meaning and importance of Business Correspondence:

Layout and Essential features of Business letter.

Employment Oriented Communication: Resumes: Applications: Interviews and Group Discussions. Business Negotiations: Importance of Business Negotiation: Negotiation Process: Negotiating within the groups and across cultures.

Contemporary Issues: Cross-cultural Dimensions of Business Communication: Business Communication and Technology: Business Etiquettes: Ethical and Legal Aspects of Business Communication.

Suggested Readings:-

1. Chaturvedi, P.D and Chaturvedi. Mukesh., Business Communication, Third Edition, Pearson Education, New Delhi, 2008.
2. Pal, Rajender and Korahalli, J.S., Essentials of Business Communication, Fourth Edition, Sultan Chand and Sons, New Delhi, 2007.
3. Kushal, Jin., Business Communication, Fourth Edition, V.K India Enterprises, New Delhi.
4. Sinha, K.K., Business Communication, Fourth Edition, Galgotia Publishing Company, New Delhi, 2006.
5. Bhatia, R.C., Business Communication, Second Edition, Anes Books India, New Delhi, 2008.
6. Mathew, M.J., Business Communication, Sixth Edition, RBSA Publishers, Jaipur, 2006.

Note:

The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

RESEARCH METHODOLOGY

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents:

Introduction: Meaning and Nature of Research, Scope of Research Methodology, Significance of Research in Decision-Making, Ethics in Business Research: Steps in Research Process.

Research Design: Types of Research Designs- Exploratory, Descriptive and Experimental.

Attitude Measurement and Scaling Techniques: Need of Measurement in Research, Measurement Scales, Tests of Sound Measurement, Techniques of developing Measurement Tools, and Characteristics of good measurement: Important Scaling Techniques.

Statistical Estimation: Point and Interval Estimation, Hypothesis Testing Procedure, Parametric tests: t-test, F-test, Z-test: non-parametric tests: Chi-square test, Wilcoxon test, Rank test, and Kruskal Wallis-test.

Advanced Techniques of Data Analysis: Analysis of Variance (ANOVA) and Factor Analysis; Use of Software Packages-Microsoft Excel and SPSS.

Writing a Research Report: Process and Components.

Suggested Readings:-

- 1 Donald, R. Cooper & Pamela, S. Schindler, Business Research Methods, Ninth Edition, Tata Mc Craw Hill Publishing Company Ltd., New Delhi, 2007.
- 2 Kothari, C.R., Research Methodology- Methods and Techniques, Second Edition, New Age International Publishers, New Delhi, 2006.
- 3 Sharma, R.K., Research Methodology, National Publishing House, New Delhi.
- 4 Hooda, R.P., Statistics for Business and Economics, Macmillan India Ltd., New Delhi.
- 5 Gupta, S.P., Statistical Methods, Sultan Chand and Sons, New Delhi.
- 6 Sharma J.K., Business Statistics, Pearson Education Pvt. Ltd., Delhi.
- 7 Arya, P.P. and Yash Pal, Research Methodology in Management, Deep and Deep Publications Pvt., Ltd.

Note:

The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

STATISTICAL ANALYSIS

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents:

Univariate Analysis: An overview of Central Tendency, Dispersion and Skewness. Correlation and Regression Analysis: Two variables only.

Data Collection and Sampling: Data Collection Methods- Interview, Observation, Questionnaire and schedule:

Sampling: Census and Sampling survey, Probability and Non-probability Sampling Methods, Sampling and Non-sampling Errors. Sample size determination.

Probability Theory: Classical, Relative and Subjective Probability: Addition and Multiplication Probability Models: Conditional Probability and Bayes' Theorem: Probability Distributions: Binomial, Poisson and Normal distributions- their characteristics and applications.

Index Numbers: Meaning and types of Index Numbers: Tests of Adequacy: Special problems- Shifting the base, splicing, Overlapping Index Series: Problems in the Construction of Index Numbers. Time Series Analysis: Meaning and Components, Measurement of Trend and Seasonal variations.

Statistical Quality Control: Cause 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:-

- 1 Hooda, R.P., Statistics for Business and Economics, Macmillan India Ltd., New Delhi.
- 2 Gupta, S.P., Statistical Methods, Sultan Chand and Sons, New Delhi.
- 3 Hein/Kohler, Statistics for Business & Economics, Harper Collins, New York.
- 4 Hein, L.W., Quantitative Approach to Managerial Decisions, Prentice Hall of India, New Delhi.
- 5 Lawrence B. Morse: Statistics for Business and Economics, Harper Collins, New York.
- 6 Levin, Richard I and David S Rubin. Statistics for Management, Prentice Hall, Delhi.

Note: The examiner will set eight questions in all. Questions no. J, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

FINANCIAL MANAGEMENT

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Introduction to financial management. Objectives of financial management; Time value of money: source of finance, Investment decisions: Importance, Difficulties determining cash flows. methods of capital budgeting, Risk :?J1alysis.

Cost of capital: concept and importance, Computations of cost of various sources of finance; Weighted average Cost of Capital.

Capital Structure Decisions: Theories of capital structure, factors determining capital structure. Optimum capital structure.

Management of working capital-Cash, Receivables and Inventory management. Internal Financing and Dividend Policy; Financial Modeling.

Suggested Readings

- 1 Hampton, John, Financial Decision Making. Englewood Cliffs. few Jerse/
Prentice Hall Inc., 1997.
- 2 Khan, M.Y. and 'Jain, P.K. Financial management, Mcgraw Hill. 200 I.
- 3 Prasanna Chandra, Financial management, McGraw 2002.
- 4 Pandey, I.M .. Financial management, Vikas Publication House, 2000.
- S Van home, James C, Financial Management and Policy. 10th ed.. New
Delhi. Prentice Hall of India, 1997.
- 6 Winger. Bernard and Mohan. Nancy Principles of financial
Management. New York, Macmillan Publishing Company, 1991.
- 7 Kishore, Ravi '1" Financial Management, Taxman Publishers. New Delhi.

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MARKETING MANAGEMENT

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Nature, scope and concept of marketing, corporate orientation towards the marketplace: The Marketing environment and Environment Scanning; Marketing Information System and Marketing Research.

Understanding Consumer and Industrial markets; Segmentation, Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packing decisions: Pricing Methods and strategies.

Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling: Channel management-Type and function, Selection, Co-operation and conflict management, vertical marketing implementation and systems.

Marketing Logistics; Organizing and implementing marketing in the organization: Evaluation and control of marketing efforts; Ethics in Marketing; New issues in marketing-Gilobalisation, Consumerism, Green Marketing, Direct marketing, Network Marketing & Event Marketing.

Suggested Readings

1. Phillip Kotler: Marketing-Anaysis, Planning, Implementation & Control Prentice Hall of India, 2002.
2. Villiam Stanton: Fundamentals of Marketing McGraw-Hill.
3. E. Jerome MC Carth-Basic Marketing, An Managerial Approach: Richard I). Irwin Inc. Ontario.
4. Eugene W. Kelley- Marketing Management: Richard D. Irwin Inc.-1 Lomewood.
5. William Kazar-Perspective and Viewpoints: Illinois.
6. Kdward W.; Cundiff Richard; R. Still Norman; A.P. Govoni-Fundamentals of Marketing: Printice Hall Inc., N. Jersey.
7. Rajan Saxena. Marketing Management, 2nd edition Tata McGraw Hill 2002.
8. Ramaswamy. V.S. and Namakumari, S. Marketing Management Planning Control New Delhi. Mac Milian .. 1990.

Note: The examiner \vill set eight questions in all. Questions no. I, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks

HUMAN RESOURCE MA AGEMENT

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment.

Corporate Objectives and Human Resource Planning; Career and Succession Planning; Job Analysis; Method of manpower search; Attracting, Selecting and retaining human resource: induction and socialization.

Manpower training and development, performance appraisal and potential evaluation: Job evaluation and compensation: Employees welfare; Industrial relation and Trade Unions Dispute resolution and Grievance management; Employee empowerment.

Suggested Readings

1. Aswalhappa. K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo. D.A & Robbins S.P. Human Resource Management. 51' ed., New York, John Wiley, 1994.
3. Guy. V & Mattock J. The New International Manager. London. Kogan Page. 1993.
4. Holloway. J. ed Performance Measurement and Evaluation, New* Delhi Sage. 1995.
5. Monappa, A & Saiyadain M. Personnel Management. 2(U) ed. New Delhi. Tata McGraw Hill 1966.
6. Stone, Lioyed and Leslie W. Rue Human Resource and Personnel Management Richard D Irwin, Illinois. 1984.

Note: The examiner will set eight questions in all Questions no. I, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.