

Course Structure and Scheme of Examination

FOR

MASTER OF BUSINESS ADMINISTRATION

(MBA)

5-YEAR PROGRAMME

(1st to 6th Semester)

(W.e.f. Session: 2017-18)

**CHAUDHARY DEVI LAL UNIVERSITY
SIRSA (HARYANA)**

CHAUDHARY DEVI LAL UNIVERSITY, SIRSA

COURSE CURRICULUM AND SCHEME OF EXAMINATION
FOR

MASTER OF BUSINESS ADMINISTRATION (MBA)
5-YEAR PROGRAMME

(w. e. f. Academic Session 2017-18)

MBA 5 Year 1st Semester

Code	Course Title	Internal	Practical	External	Total
MBA-511	Principles and Practices of Management	30	-	70	100
MBA-512	Fundamentals of Accounting	30	-	70	100
MBA-513	Fundamentals of Sociology	30	-	70	100
MBA-514	Computer Fundamentals	-	50	50	100
MBA-515	Proficiency in English	30	-	70	100
MBA-516	व्यावहारिक हिन्दी	30	-	70	100
MBA-517	Seminar	50	-	-	50

MBA 5 Year 2nd Semester

Code	Course Title	Internal	Practical	External	Total
MBA-521	Understanding Human Behaviour	30	-	70	100
MBA-522	Business Economics	30	-	70	100
MBA-523	Financial Accounting	30	-	70	100
MBA-524	Business Legislation	30	-	70	100
MBA-525	Business Mathematics	30	-	70	100
MBA-526	Business Communication	30	-	70	100
MBA-527	Comprehensive Viva-Voce	-	-	50	50

MBA 5 Year 3rd Semester

Code	Course Title	Internal	Practical	External	Total
MBA-531	Company Law	30	-	70	100
MBA-532	Corporate Accounting	30	-	70	100
MBA-533	Business Statistics	30	-	70	100
MBA-534	Auditing	30	-	70	100
MBA-535	Disaster Management	30	-	70	100
MBA-536	Database Management System	-	50	50	100

MBA 5 Year 4th Semester

Code	Course Title	Internal	Practical	External	Total
MBA-541	Cost Accounting	30	-	70	100
MBA-542	Insurance Management	30	-	70	100
MBA-543	Financial Management	30	-	70	100
MBA-544	Human Resource Management	30	-	70	100
MBA-545	Marketing Management	30	-	70	100
MBA-546	Business Research Methods	30	-	70	100
MBA-547	Comprehensive Viva-Voce	-	-	50	50

Summer Training: At the end of 4th 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. Each student will be required to submit a Summer Training Report for the work undertaken during this period within one month of the commencement of the 5th semester for the purpose of evaluation in the 5th semester. Internal evaluation of 50 marks will be based on seminar presentation and remaining 50 marks will be awarded by external examiner after evaluation of summer training report.

MBA 5 Year 5th Semester

Code	Course Title	Internal	Practical	External	Total
MBA-551	Income Tax Law - I	30	-	70	100
MBA-552	Indian Economy	30	-	70	100
MBA-553	Export-Import Procedures and Documentation	30	-	70	100
MBA-554	Management Accounting	30	-	70	100
MBA-555	Bank Management	30	-	70	100
MBA-556	Business Environment	30	-	70	100
MBA-557	Summer Training Report	50	-	50	100

MBA 5 Year 6th Semester

Code	Course Title	Internal	Practical	External	Total
MBA-561	Management Information System	30	-	70	100
MBA-562	Income Tax Law - II	30	-	70	100
MBA-563	International Business	30	-	70	100
MBA-564	Sales Management	30	-	70	100
MBA-565	E-Commerce	30	-	70	100
MBA-566	Financial Institutions and Markets	30	-	70	100
MBA-567	Comprehensive Viva-Voce	-	-	50	50

Note: In addition to above, students are also required to pass the course of Environment Studies as per syllabus and scheme of examination prescribed by Department of Energy and Environment Sciences of the University to complete their graduate degree. They can opt this course either in 1st semester or 2nd semester but marks obtained will be included in Detailed Marks Card (DMC) of 2nd semester examination.

Age

**PRINCIPLES AND PRACTICES OF MANAGEMENT
(MBA-511)**

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

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

Course Contents:

Unit 1 Management: Nature, Scope Process and Significance; Management as an Art, Science and Profession; Management and Administration; Role and Skills of Managers; Principles of Management; Levels of Management; Contribution of F. W. Taylor and Henry Fayol.

Unit 2 Planning: Meaning and Importance, Types of Plans, Planning Process, Making Planning Effective; Decision Making: Concept, Nature, Types of Decision, Process and Techniques; Organizing: Nature, Process, Importance and Principles; Organizational Structure; Centralization and Decentralization, Delegation of Authority, Span of Control.

Unit 3 Staffing: Concept, Nature and Scope; Directing: Concept, Nature and Importance, Principles and elements of directing; Leadership: Meaning, Importance, Styles and Characteristics of a Good Leader.

Unit 4 Communication: Meaning, Types and Significance; Motivation: Meaning, Types, Significance and Theories; Control: Nature, Process and Significance, Control Techniques.

Suggested Readings:

- Gupta C. B., *Management –Theory and Practice*, Sultan Chand and Sons, New Delhi.
- Koontz, H. and Wehrich, H., *Management*, McGraw - Hill, New York.
- Prasad, L. M., *Principles and Practices of Management*, S. Chand and Sons, New Delhi.
- Rao, V. S. P., *Management*, Excel Books, New Delhi.
- Robbins, S.P., *Management*, Englewood Cliffs, Prentice Hall Inc., New Jersey.

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.

**FUNDAMENTALS OF ACCOUNTING
(MBA-512)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: To develop conceptual understanding of the fundamentals of financial accounting system.

Course Contents:

Unit 1 Accounting: Nature, Scope, Functions and Limitations, Types of Accounting and Accounting System, Accounting Concepts and Conventions, Accounting Equation, Capital and Revenue: Classification of Income, Receipts and Expenditure.

Unit 2 Accounting Process: Journal and Ledger, Subsidiary Books, Trial Balance, Rectification of Errors.

Unit 3 Depreciation: Concept, Features, Causes, Objectives and Methods; Bank Reconciliation Statement; Role of Computer in Accounting.

Unit 4 Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments).

Suggested Readings:

- Bhattacharya's. K. and Dearden J., *Accounting for Management - Text and Cases*, Vikas Publishing House, New Delhi.
- Goyal, V. K., *Financial Accounting*, Excel Books, New Delhi.
- Gupta, R. L. and Ramaswamy, *Advanced Accounting, Vol.1*, Sultan Chand and Sons, New Delhi.
- Hingorani, N. L. and Ramanathan, A. R., *Management Accounting*, Sultan Chand and Sons, 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.



FUNDAMENTALS OF SOCIOLOGY
(MBA-513)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To familiarize the students with basic concepts and theories of sociology.

Course Contents:

Unit 1 Nature, Scope and Fundamental Concepts of Sociology; Relationship between Man and Society; Social Structure: Meaning, Elements and Types; Social Institutions and their Functions; Social Process: Co-operation, Conflict, Competition and Assimilation.

Unit 2 Socialization and Social Action: Meaning of Socialization; Socialization as a Process of Learning; Stages and Agencies of Socialization; Social Action: Elements, Rationality of Means; Economic, Political and Religious Integration of Ends.

Unit 3 Social Change and Institution: Meaning, Types and Factors in Social Change; Social Problems: Meaning, Causes and Remedies; Social Institution: Family, Religion and Marriage; Social Stratification in India.

Unit 4 Overview of Different Branches of Sociology; Basic Concepts of Industrial Sociology: Attitude Formation and Change; Morale Audit; Values and Norms; Power and Politics; Bureaucracy.

Suggested Readings:

- Bhusan, Vidya, Sachdeva D. R., *Introduction to Sociology*, Kitab Mahal, New Delhi.
- Sachdeva, V.B., *Introduction to Sociology*, Pearson, New Delhi.
- Sankar Rao, C.N., *Sociology*, Sultan Chand and Sons, New Delhi
- Mike O' Donnell, *Introduction to Sociology*, Nelson Thornes, Cheltenham.
- Johnson, Harry M, *Sociology*, Allied Publications, 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.

Age

**COMPUTER FUNDAMENTALS
(MBA-514)**

Total Marks: 100

External: 50

Practical: 50

Time Allowed: 3 Hours

Course Objective: The objective of the course is to make the students understand the basics of computer and its applications.

Course Contents:

Part-1: Theory

Unit 1 Fundamentals of Computers: Introduction, Types: Analog, Digital and Hybrid; Characteristics of Computers; Evolution of Computers: History and Generations, Basic Components of a Computer, their Functions and Inter-relation; RAM, ROM.

Unit 2 Computer Hardware and Software; Computer Languages; Types of Computer System: Personal-Micro, Mini, Mainframe and Super Computer; Data Representation; Number Systems: Binary, Octal and Hexadecimal, and their Inter-Conversions.

Unit 3 Organization of Memories; Representation of Number: Fixed-point and Floating-Point; Representation of Alphanumeric Character Codes; Data Storage: Primary Storage and Secondary Storage; Input and Output Devices; Concept of Data Communication and Network Topology.

Unit 4 Operating System: Meaning and types; Word Processor: Meaning and Applications; Windows: Basic Functionality; MS Office: MS Word, MS Excel, MS PowerPoint, Internet: Usage and Applications.

Part-2: Practical

Basic Functionality; MS Office: MS Word, MS Excel, MS PowerPoint; Internet: Usage and Applications.

Suggested Readings:

- Balagurusamy, E., *Fundamentals of Computer*, McGraw Hill, New Delhi.
- Goyal Anita, *Computer Fundamentals*, Pearson, New Delhi.
- Sinha, P. K., *Computer Fundamentals*, BPB Publications, New Delhi.
- Tiwari, H.N., Jain Hem Chand, *Computer Fundamentals and Essential Tools*, Taxmann, Mumbai.

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. 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.



PROFICIENCY IN ENGLISH
(MBA-515)

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of the course is to make the students aware about the basics of English language and make them proficient in reading, writing, comprehension and speaking skills.

Course Contents:

Unit 1 Basic Grammar: Spotting the errors pertaining to Articles, Nouns, Pronouns, Adjectives, Adverbs, Subject Verb Concord, Active and Passive voice, Reporting Speech; Reading and writing skills - Paragraph Writing, Outline Development, Slogan Writing, Dialogue Writing and Comprehension Passage.

Unit 2 Vocabulary, Antonyms, Synonyms, Idioms and Phrases, Words often Confused, One Word Substitution, Homonyms and Formation of words (Suffixes, Prefixes and Derivatives).

Unit 3 Introduction to Principal Components of Spoken English - Transcription, Word Accent and Intonations; Techniques of developing proficiency in English language: Newspaper, Magazine reading, reviewing and rewriting.

Unit 4 Audio Visual Aids for language skill enhancement, Book Review Writing; Writing for Media and Advertising, Group Discussion, Problem Solving Exercise and Visual Interpretation.

Suggested Readings:

- Anjana Neira Dev, Anuradha Marwah and Swati Pal, *Creative Writing - A Beginner's Manual*, Pearson, New Delhi.
- Balasubramania, *English Phonetics for Indian Students*, Macmillan Publishers, Chennai.
- Murphy Raymond, *Essential English Grammar*, Cambridge University Press, New Delhi.
- Wren and Martin: *High School Grammar and Composition*: S. Chand and Sons, 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.



व्यावहारिक हिन्दी
(MBA-516)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

उद्देश्य: प्रस्तुत पाठ्यक्रम का उद्देश्य व्यवसाय एवं प्रबंधन से जुड़े विद्यार्थियों को राजभाषा हिन्दी का व्यावहारिक ज्ञान प्रदान करना है।

पाठ्यक्रम विषय वस्तु:

Unit 1 राज भाषा अधिनियम, राष्ट्रपति के अध्यादेश तथा केंद्रीय सरकार की हिन्दी शिक्षण योजना।

Unit 2 पत्राचार के विविध रूप (मूल पत्र, पत्रोत्तर, पावती, अनुस्मारक, अर्ध-सरकारी ज्ञापन, परिपत्र, आदेश, पृष्ठांकन, अंतः विभागीय टिप्पणी, निविदा सूचना, विज्ञापन, प्रैस विज्ञप्ति, प्रैस नोट, प्रतिवेदन)।

Unit 3 अनुवाद: स्वरूप, प्रकृति, प्रक्रिया, वर्गीकरण, व्यावहारिक अनुवाद (प्रदत्त अँग्रेजी/हिन्दी अनुच्छेद का अनुवाद); पल्लवन: परिभाषा, प्रक्रिया और गुण।

Unit 4 संक्षेपण: परिभाषा, विधि और गुण; पारिभाषिक शब्दावली (मंत्रालयों, उपक्रमों, निगमों, बैंकों, रेलवे-क्षेत्रों, रेडियो तथा दूरदर्शन में प्रयुक्त पारिभाषिक शब्दों एवं व्यक्त्यांशों का अध्ययन; निबंध लेखन: महंगाई, कालाधन, बैंक और वाणिज्य, लघु उद्योग, श्रमिक असंतोष, विज्ञापन और व्यवसाय।

संदर्भग्रन्थ:

- प्रयोजन मूलक हिन्दी, राजनाथ भट्ट, हरियाणा साहित्य अकादमी, पंचकुला।
- अनुवाद विज्ञान, राजमणि शर्मा, हरियाणा साहित्य अकादमी, पंचकुला।
- प्रयोजन मूलक हिन्दी के छः अध्याय, दर्शन कुमार जैन, लिपि प्रकाशन, अंबाला छावनी।

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.

**SEMINAR
(MBA-517)**

**Total Marks: 50
Internal: 50**

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

**UNDERSTANDING HUMAN BEHAVIOUR
(MBA-521)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: To facilitate an understanding of human behaviour and its determinants.

Course Contents:

Unit 1 Organizational Behaviour: Concept and Significance, Understanding Individual and Group Behaviour, Perception: Meaning and Significance; Perceptual Organization - Laws of Organization, Errors in Perception.

Unit 2 Learning: Meaning, Process and Types; Learning Theories: Classical Conditioning, Operant Conditioning and Social Learning Theories; Interpersonal and group dynamics.

Unit 3 Emotions: Meaning and Theories, Management of Emotions; Emotional Intelligence: Meaning, Significance and Assessment; Attitude and Value: Meaning, Components and Theories.

Unit 4 Personality: Meaning, Types and Determinants; Theories of Personality: Psychoanalytic Theory, Trait Theory and Self Theory; Managing Change and Conflicts.

Suggested Readings:

- Luthans, Fred, *Organizational Behaviour*, McGraw Hill Education, New Delhi.
- Morgan, C. T. and King, *Introduction to Psychology*, McGraw Hill, New Delhi.
- Parsad L. M., *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
- Robert, A. Baron, *Psychology*, Pearson, New Delhi.
- Stephen P. Robbins, Seema Sanghi, *Essentials of Organizational Behaviour*, Pearson, 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.



BUSINESS ECONOMICS
(MBA-522)

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To introduce basic concepts, analytical tools and theories of business economics.

Course Contents:

Unit 1 Economics: Meaning, Nature and Scope; Micro and Macro Economics; Introduction to Business Economics: Nature and Scope of Business Economics; Functions and Objectives of a Firm.

Unit 2 Theory of Demand: Meaning, Types of Demand, Factors Affecting Demand; Law of Demand; Elasticity of Demand; Types and Measurement of Elasticity of Demand.

Unit 3 Consumer Behavior: Cardinal and Ordinal Utility Approach, Indifference Curve: Meaning, Assumptions, Properties, Consumer Equilibrium; Concepts of Revenue, Break-Even Analysis.

Unit 4 Production and Cost Analysis; Meaning of Production; Production Function, Returns to Scale; Cost Concepts: Traditional and Modern Theory of Cost in Short and Long Run; Economies of Scale.

Suggested Readings:

- Dean, Joel, *Managerial Economics*, Prentice Hall, New Delhi,
- Dwivedi, D. N., *Managerial Economics*, Vikas Publication, New Delhi,
- Jhingan, M.L., *Managerial Economics*, Vrinda Publication, New Delhi.
- Koutsoyiannis, A., *Modern Micro Economics*, McMillan, New Delhi.
- Peterson, Lewis, *Managerial Economics*, Pearson, New Delhi.
- Salvatore, *Managerial Economics in Global Economy*, Oxford University Press, Mumbai.

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.



**FINANCIAL ACCOUNTING
(MBA-523)**

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To develop conceptual understanding of the fundamentals of financial accounting system.

Course Contents:

Unit 1 Partnership Accounts: Essential Characteristic of partnership, Partnership deed, Final Accounts; Adjustment after closing the accounts; Fixed and Fluctuating Capital; Goodwill; Joint Life Policy; Change in profit sharing ratio; Reconstitution of partnership firm: Admission of a partner; Retirement of a partner; death of a partner.

Unit 2 Dissolution of partnership firm-Modes of dissolution of a firm; Accounting entries; Insolvency of partners; Consignment Accounts: Accounting Records, Valuation of unsold stock.

Unit 3 Joint Venture Accounts: Concept; Joint Venture and Partnership: accounting treatment; Hire-purchase and Installment purchase system: Concept and legal provisions regarding hire-purchase contract; accounting records for goods of substantial sales values and accounting records for goods of small values; Installments purchase system.

Unit 4 Branch Accounts: Dependent branch- Debtors system; Stock and debtors system; Final Account system; Wholesale branch; Independents branch; Royalty: Accounting treatment in the books of lessee and lessor; Sub lease: Entries and ledger accounts in the books of lessor, lessee and sub-lessee.

Suggested Readings:

- Gupta Ambrish, *Financial Accounting for Management*, Pearson, New Delhi.
- Maheshwari, S. N., Mahaeshwari, S. K., *Accounting for Management*, Vikas Publishing House, New Delhi
- Mukherjee, A., Haneef M., *Modern Accountancy (V-II)*, Tata McGraw Hill, New Delhi.
- Gosh T. P., *Financial Accounting for Managers*, Taxmann's, New Delhi.
- Bose D. C., *Advanced Accounting*, PHI, New Delhi.
- Ahmad N. and Sharma A., *Financial Accounting*, Ane's Publication, 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.



BUSINESS LEGISLATION
(MBA-524)

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To give an exposure to the students of some of the major commercial laws affecting business.

Course Contents:

Unit 1 Indian Contract Act: Meaning and Essentials of a Valid Contract, Void Agreements, Capacity to Contract, Free Consent.

Unit 2 Performance of Contract, Breach of Contract and its Remedies; Quasi Contracts; Contracts of Indemnity and Guarantee.

Unit 3 Bailment and Pledge; Law of Agency; Contract of Sale, Conditions and Warranties, Transfer of Property, Unpaid Seller and his Rights.

Unit 4 Indian Partnership Act; Consumer Protection Act; Right to Information Act (Brief outlines only).

Suggested Readings:

- Aggarwal, S. K., Singhal, K., *Business Laws*, Galgotia Publications, New Delhi.
- Datey, V. S., *Business and Corporate Laws*, Taxmann Publications, New Delhi.
- Gulshan, S. S., *Business Law*, New Age International Publication, New Delhi.
- Kapoor, N. D., *Elements of Mercantile Law*, Sultan Chand and Sons, New Delhi.
- Kuchhal and Prakash, *Business Legislation for Management*, S. Chand, New Delhi.
- Tulsian P. C., *Business Law*, McGraw Hill, 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.



BUSINESS MATHEMATICS
(MBA-525)

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To inculcate the knowledge of some basic mathematical techniques which are commonly used in other courses of curriculum.

Course Contents:

Unit 1 Theory of Sets: Meaning, elements, types, presentation and equality of sets; Union, intersection, compliment and difference of sets; Venn diagrams; Cartesian product of two sets.

Unit 2 Indices and logarithms, arithmetic and geometric progressions; sum of first n natural numbers, sum of squares and cubes of first n natural numbers.

Unit 3 Linear and Quadratic equation; permutations, combinations and binomial theorem (positive index). Differentiation and integration of standard algebraic functions.

Unit 4 Matrices: Types, properties, addition, multiplication, transpose and inverse of matrix; Properties of determinants, solution of simultaneous Linear Equations.

Suggested Readings:

- Bali N. R., Gupta P. N. and Gandhi C. P., *A Textbook of Quantitative Techniques*, University Press, New Delhi.
- Reddy, R., Jaya Prakash, Y., Mallikarjuna Reddy, *A Text Book of Business Mathematics*, Ashish Publishing House, New Delhi.
- Sancheti, D.C., Malhotra A. M. and Kapoor V. K., *Business Mathematics*, Sultan Chand and Sons, New Delhi.
- Zameerudin, Qazi, Khanna V. K. and Bhambri S. K., *Business Mathematics*, Vikas Publishing, 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.



BUSINESS COMMUNICATION
(MBA-526)

Total Marks: 100

External: 70

Internal: 30

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; Types of Communication; Barriers in Communication; Guidelines for Effective Communication; Modern forms of Communication, Ethics in 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: Preparation of Resume and Application for Jobs; Tips for Interview and Group Discussion.

Suggested Readings:

- Bhatia, R. C., *Business Communication*, Ane Books India, New Delhi.
- Chaturvedi, P. D and Chaturvedi, Mukesh, *Business Communication*, Pearson Education, New Delhi.
- Kapoor, A. N., *Business Correspondence and Communication Skills*, S. Chand and Company, New Delhi
- Mathew, M. J., *Business Communication*, RBSA Publishers, Jaipur.
- Pal, Rajender and Korahalli, J. S., *Essentials of Business Communication*, Sultan Chand and Sons, New Delhi.
- Sinha, K. K., *Business Communication*, Taxmann Publication, 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.

**COMPREHENSIVE VIVA-VOCE
(MBA-527)**

**Total Marks: 50
External: 50**

**COMPANY LAW
(MBA-531)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this paper is to acquaint the students with major provisions of the Company Law, 2013.

Course Contents:

- Unit 1** Nature and Administration of the Companies Act, 2013; Company: Meaning, Salient Features, Types of Companies; Difference between a Company and Partnership Firm.
- Unit 2** Formation of Company: Promotion, Registration of Companies, Floatation and Commencement of Business: Prospectus and its Contents; Liability for Mis-statement; Shares and Share Capital; Members and Shareholders.
- Unit 3** Memorandum of Association: Meaning, Contents and its alteration; Doctrine of Ultra-vires; Articles of Association: Meaning, Contents, and its alteration; Principle of Constructive Notice.
- Unit 4** Company Meetings and Proceedings; Managerial Remuneration; Power, Duties, Liabilities and Meetings of Directors; Company Secretary: Definition, Qualifications and Statutory Liabilities, Winding of a Company.

Suggested Readings:

- Ashok K. Bagrail, *Company Law*, Vikas Publications, New Delhi.
- Gulshan S. S., *Company Law*, New Age International Publication, New Delhi.
- Kapoor N. D., *Company Law*, Sultan Chand and Sons, New Delhi.
- Kuchal S. C., *Company Law*, Vikas Publications, New Delhi.
- Naulakha Ratan, *Company Law and Practice*, Mahavir Publication, 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.

CORPORATE ACCOUNTING
(MBA-532)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of the course is to provide advanced knowledge of accounting along with auditing procedures of corporate.

Course Contents:

Unit 1 Meaning and Types of Companies; Company Accounts: Accounting for Issue, Forfeiture and Reissue of Shares; Redemption of Preference Shares.

Unit 2 Debenture: Meaning, Types, Issue of Debenture, Accounting for Issue and Redemption of Debentures; Final Accounts of a Company: Profit and Loss Account, Balance Sheet.

Unit 3 Amalgamation, Absorption and Reconstruction of Companies; Purchase Consideration, Accounting in the Books of Transferor and Transferee Company; Internal Reconstruction.

Unit 4 Valuation of Goodwill, Valuation of Shares and Liquidation of a Company.

Suggested Readings:

- Ahmed Naseem, *Corporate Accounting*, Atlantic Publications, New Delhi.
- Gupta Ambrish, *Financial Accounting for Management*, Prentice Hall College, New Delhi.
- Maheshwari, S. N., Mahaeshwari, S. K., *Accounting for Management*, Vikas Publishing House, New Delhi.
- Mukherjee, A., Haneef M., *Modern Accountancy (V-II)*, Tata McGraw Hill, New Delhi.
- Tracie, L. Miller-Nobles, *Hornegren's Accounting*, Prentice Hall of India, 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.



BUSINESS STATISTICS
(MBA-533)

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To acquaint the students with the basics of statistical techniques and their applications to business problems.

Course Contents:

Unit 1 Statistics: Meaning, Scope, Significance, Functions and Limitations; Collection of Data: Types of Data, Methods of Collecting Primary Data; Sources of Secondary Data; Classification and Tabulation of Data; Diagrammatic and Graphic Presentation of Data.

Unit 2 Measures of Central Tendency: Mean, Median, Mode, Geometric Mean and Harmonic Mean; Partition Values: Quartiles, Deciles, and Percentiles; Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Variance, Coefficient of Variation.

Unit 3 Measures of Skewness and Kurtosis; Correlation Analysis: Concept, Types and Significance; Karl Pearson's and Spearman's Coefficients of Correlation; Regression Analysis: Concept and Significance.

Unit 4 Time Series Analysis: Meaning, Components and Trend Analysis; Seasonal Variations; Index Numbers: Meaning, Types and Uses; Methods of constructing Index Numbers; Tests of Adequacy; Chain Index Numbers.

Suggested Readings:

- Beri, G. C., *Statistics for Management*; McGraw Hill., New Delhi.
- Gupta, S. P. and Gupta M. P., *Business Statistics*; Sultan Chand and Sons, New Delhi.
- Gupta, S. P., *Statistical Methods*; Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*; MacMillan, New Delhi.
- Sharma, J. K., *Business Statistics*; Vikas Publishing House, 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.



AUDITING
(MBA-534)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of the course is to provide the knowledge of basic concepts in auditing.

Course Contents:

Unit 1 Auditing: Meaning, Origin and Development, Objects, Scope, Principles, Advantages and Limitations, Audit Techniques, Qualities and Types of Auditors; Types of Audit.

Unit 2 Audit Process and Audit Programme; Audit working papers and evidences, Routine checking and Test checking, Audit in Depth; Internal Control and Internal Check.

Unit 3 Vouching: Meaning, objects, importance and vouching of subsidiary books; Verification: Meaning, Difference between Vouching and Verification, Difference between Verification and Valuation, General Rules of Verification, Verification of Assets and Liabilities.

Unit 4 Appointment, qualification, remuneration, status, rights and power, duties and liabilities of Company Auditor; Audit Reports: Meaning, Contents, Importance and Types, Factors to be considered while preparing Audit Report; Investigation: Meaning, Procedure, Importance and Types, Difference between Auditing and Investigation.

Suggested Readings:

- Gupta Kamal, *Contemporary Auditing*, Tata McGraw-Hill, New Delhi.
- Kuchal M. C., *Auditing*: Vikas Publishing House, New Delhi.
- Tandon B. N., *Principles of Auditing*, S. Chand and Co., New Delhi.
- Chandan V. and Spandana Priya C. S., *Principles and Practice of Auditing*, Vikas Publishing House, 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.



DISASTER MANAGEMENT
(MBA-535)

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To familiarize the students with the various aspects of disaster management.

Course Contents:

- Unit 1** Introduction to Disaster: Concept and Definition (Disaster, Hazard, Vulnerability, Resilience, Risks); Disaster: Classification, Causes and Impacts: Social, Economical, Political, Environmental and Impacts in terms of Caste, Class, Gender, Age, Location, Health and Disability; Urban Disasters, Complex emergencies, Pandemics and Climate change.
- Unit 2** Approaches to Disaster Risk Reduction: Disaster cycle - its analysis, Phases, Culture of Safety, Prevention, Mitigation and Preparedness, Community based DRR, Structural and nonstructural measures, roles and responsibilities of community, Panchayati Raj Institutions/Urban Local Bodies (PRIs/ULBs), states, center and other stakeholders.
- Unit 3** Inter-relationship between Disaster and Development; Factors affecting Vulnerabilities, differential impacts, impact of development projects such as Dams, Embankments, changes in Land-use, etc., Climate change adaptation, Relevance of indigenous knowledge, appropriate technology and local resources.
- Unit 4** Disaster Risk Management in India: Hazard and Vulnerability Profile of India; Components of Disaster Relief: Water, Food, Sanitation, Shelter, Health; Waste Management, Institutional arrangements (Mitigation, Response and Preparedness, Disaster Management Act.

Suggested Readings:

- Bose B. C., *Introduction to Disaster Management*, Rajat Publication, New Delhi.
- Carter, Nick, *Disaster Management: A Disaster Manager's Handbook*, Asian Development Bank, Manila Philippines.
- Dangi Raisi, *Disaster Management*, Raj Publication, New Delhi.
- Gupta Anil K, Sreeja S. Nair, *Environmental Knowledge for Disaster Risk Management*, Narosa Publishing House, New Delhi.
- Jeyadevi J., *Disaster Management*, Neel Kamal Publication, 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.



**DATABASE MANAGEMENT SYSTEM
(MBA-536)**

Total Marks: 100

External: 50

Practical: 50

Time Allowed: 3 Hours

Course Objective: To inculcate the knowledge of data base and their effective usage in managerial decision making.

Course Contents:

Part 1: Theory

Unit 1 Database: Concept, Objectives, Advantages, Limitations; Architecture of Database System; Schema, Subschema, Components of Database System.

Unit 2 Logical and Physical Data Independence, Database Administration, Entity, Attributes, E-R Diagram, Entity-Relationship (One-to-One, One-to-Many, Many-to-One).

Unit 3 Hierarchical, Network and Relational Data Models, Functional Dependency, Transitive Dependency, Normalization.

Unit 4 Structured Query Language (SQL), Components of SQL, Data types in SQL, Operators in SQL, DDL, DML, and DCL Commands; Database Security, Concurrency.

Part 2: Practical

Structured Query Language (SQL), Components of SQL and Data types in SQL, Operators in SQL, DDL, DML, and DCL Commands.

Suggested Readings:

- Datey, Y. S., *An Introduction to Database System*, Pearson, New Delhi.
- Elmasri, Navathe, Somayajulu and Gupta, *Fundamentals of Database Systems*, Pearson Education, New Delhi
- Fred R. McFadden, Jeffery A. Hoffer and Marry B. Prescott, *Modern Database Management*, Pearson Education, New Delhi.
- Kumar Muneesh, *Business Information System*, Vikas Publishing House, New Delhi.
- Rameez Elmasri, *Foundation of Database System*, Pearson, 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. 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.



COST ACCOUNTING
(MBA-541)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of the course is to provide knowledge of basic concepts to the students in cost accounting.

Course Contents:

Unit 1 Cost Accounting: Meaning, Definition, Objectives, Advantages and Limitations; Difference between Cost Accounting and Financial Accounting; Installation of a Costing System; Difficulties in Installing a Costing System; Cost Units, Cost Centers; Elements, Components and Classification of Cost; Cost Sheet and Cost Statement.

Unit 2 Materials Control: Meaning, Need, Purchasing and Functions of Purchase Department; Purchase Procedure; Stores Control: Maximum Level, Minimum Level, Safety Level, EOQ, Material Records, Stores Ledger and Perpetual Inventory System; Continuous Stock-taking.

Unit 3 Overheads: Introduction, Classification, Allocation, Apportionment and Absorption; Labour Cost: Methods of Wage Payment, Time Wage System and Piece Rate System, Premium and Bonus Plans;

Unit 4 Process Costing; Contract Costing; Reconciliation of Cost and Financial Accounts.

Suggested Readings:

- Arora, M. N., *Cost Accounting Principles and Practices*, Vikas Publishing House, New Delhi.
- Jain and Khan, *Cost Accounting*, McGraw Hill, New Delhi.
- Kishore Ravi, *Cost and Management Accounting*, Taxmann Allied Services, New Delhi.
- Pillai, *Cost Accounting*, S. Chand, New Delhi.
- Saxena, V. K., *Basics of Cost Accounting*, Excel Books, New Delhi.
- Thakur, K. S., *Cost Accounting Theory and Practice*, Excel Books, 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.



**INSURANCE MANAGEMENT
(MBA-542)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: To facilitate an understanding of concepts, principles and functions of Insurance Business.

Course Contents:

Unit 1 Insurance: Meaning, Nature, Function, Evolution and Growth, Types and Principles, Risk as a Basis of Insurance.

Unit 2 Social Security and Insurance; Social Responsibility of Insurance; Insurance Intermediaries; Life Insurance Products in India.

Unit 3 Economic Development and Insurance; Life Insurance and Non-Life Insurance Procedures and Documentations, IRDA and Insurance Business, Global Environment of Insurance.

Unit 4 Actuarial Insurance; Settlement of Claims; Legal Aspects of Insurance, LPG (Liberalization, Privatization, Globalization) and Insurance Business; Brief Overview of Fire, Marine, Property and Liability Insurance.

Suggested Readings:

- Bodla B. S., Garg M. C., Singh K. P., *Insurance, Fundamentals, Environment and Procedures*, Deep and Deep Publications, New Delhi.
- Karam Pal, Bodla B. S., Garg M. C., *Insurance Management, Principle and Practices*, Deep and Deep Publications, New Delhi.
- Nilam C. Gulati, *Principle of Insurance Management*, Excel Books, New Delhi.
- Periasamy P., *Principle and Practice of Insurance*, Himalaya Publishing, New Delhi.
- Sahoo S. C., Das S. C., *Insurance Management*, Himalaya Publishing, New Delhi.
- Shrikrishan Laxman Karve, *Principles of Life Insurance*, Himalaya Publishing, 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.



**FINANCIAL MANAGEMENT
(MBA-543)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: To familiarize the students with basics and important aspects of financial management.

Course Contents:

Unit 1 Nature, Scope, Functions and Objectives of Financial Management, Organization of Finance Function, Time Value of Money; Financial Planning; Capitalization: Over-capitalization and Under-capitalization.

Unit 2 Cost of Capital: Concept, Computation of Cost of Capital; Leverage: Operating, Financial and Combined Leverage; Capital Structure: Theories and Determinants of Capital Structure.

Unit 3 Capital Budgeting Decisions: conventional and discounting methods; Working Capital Management: Management of Cash, Inventories and Receivables.

Unit 4 Dividend Policy: Introduction, Types of Dividend Policy, Factors affecting Dividend Policy, Dividend Models; Sources of Long-term and Short-Term Finance.

Suggested Readings:

- Chandra, Prasanna, *Financial Management*, McGraw Hill, New Delhi.
- Gupta and Sharma, *Financial Management*, Kalyani Publishers, New Delhi.
- James C. Van Horne, *Financial Management and Policy*, Prentice Hall of India, New Delhi.
- John Hampton, *Financial Decision-Making*, Reston Publishing, New Jersey.
- Khan, M. Y., *Financial Management*, McGraw Hill, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publications, 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-544)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to familiarize the students with the basic functions and processes of Human Resource Management.

Course Contents:

- Unit 1** HRM: Definition, Objectives, Scope, Significance and Functions; Human Resource Planning: Concept, Features, Objectives, Importance, Factors, Role, Process, Prerequisites and Barriers.
- Unit 2** Job Analysis: Job description and Job Specification, Recruitment: Process, Sources, Methods and Techniques; Selection: Process, Tests, Interview; Placement and Induction; Training: Need, Process, Principles, Methods and Types; Development: Nature and Techniques; Performance Appraisal; Potential Appraisal;
- Unit 3** Compensation Management: Wages, Salaries, Incentives, Fringe Benefits and Bonus; Job Evaluation; Wage determination; Career Planning and Development.
- Unit 4** Industrial Relations: Concept, Trade Unions; Industrial Disputes; Grievance Handling; Labour Welfare and Social Security measures; Workers Participation in Management; Human resource accounting; Human resource information system.

Suggested Readings:

- Aswathappa, K., *Human Resource and Personnel Management*, McGraw Hill, New Delhi.
- Cascio, W. F., *Managing Human Resources*, Tata McGraw Hill, New Delhi.
- Chhabra, T. N., *Human Resource Management*, Arya Publishing, New Delhi.
- Dessler, G., *Human Resource Management*, Pearson, New Delhi.
- Gupta, C. B., *Human Resource Management*, Sultan Chand and Sons, New Delhi.
- Gomez, M. and Louis, R., *Managing Human Resources*, PHI, New Delhi.
- Rao, V. S. P., *Human Resource Management*, Excel Publication, 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.



MARKETING MANAGEMENT
(MBA-545)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with the basic concepts, functions and processes of Marketing.

Course Contents:

- Unit 1** Marketing- Definition, Nature and Scope, Core Marketing Concepts, Marketing Myopia, Marketing Mix, Segmenting, Targeting and Positioning (STP) approach to Marketing; Differentiating Consumer and Industrial Buyer Behaviour.
- Unit 2** Marketing Environment and Environment Scanning; Product: Meaning, Levels, Product Mix, New Product Development Process, Product Life Cycle: Concept and Application; Marketing Research and Information System.
- Unit 3** Promotion Mix - Advertising, Sales Promotion, Personal Selling, Direct Marketing and Public Relations; Pricing - Objectives, Methods, Policies and Strategies; Distribution Channels- Planning and Management, Retailing, Wholesaling, Physical Distribution and Logistics Decisions.
- Unit 4** Branding and Packaging; Recent trends in Marketing Management; Internet Marketing, Green Marketing, Network Marketing and Ethical Marketing.

Suggested Readings:

- Kotler Phillip, Koshi and Jha., *Marketing Management- A South Asian Perspective*, Pearson Education, New Delhi.
- Kotler Phillip and Armstrong, *Principles of Marketing*, Pearson Education, New Delhi.
- Kumar Arun and Meenakshi N., *Marketing Management*, S. Chand, New Delhi.
- Ramaswamy V. S., and Namakumari S., *Marketing Management-Global Perspective Indian context*, Macmillian India, New Delhi.
- Stanton W. J. and Pandit Ajay, *Marketing Concept and Cases*, McGraw Hill Publishing 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.

**BUSINESS RESEARCH METHODS
(MBA-546)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this course is to acquaint the students with concepts and basics of research methodology.

Course Contents:

- Unit 1** Research: Meaning, Nature, Scope Objectives and Types; Steps in Research Process; Scientific Method of Research, Importance of Research, Problems in conducting Research; Formulation of Research Problem.
- Unit 2** Hypothesis: Qualities of Good Hypothesis, Null and Alternative Hypothesis; Research Design: Meaning and Need of a Research Design, Exploratory, Descriptive, Experimental Research Design.
- Unit 3** Sources of Data: Primary and Secondary Sources of Data Collection; Census v/s Sampling, Sampling Techniques, Sampling Errors; Scaling and Measurement Techniques (brief outline only)
- Unit 4** Data Editing, Coding and Tabulation, Analysis and Interpretation of Data; Business Research Reports: Format and Criterion of Good Research Report.

Suggested Readings:

- Boyd and Westfall, *Marketing Research*, Prentice Hall, New Delhi.
- Cooper and Schindler, *Business Research Methods*, Tata McGraw Hill, New York.
- Creswell, John W., *Research Design-Qualitative and Quantitative Methods*, John Willy, New York.
- Malhotra, Naresh K., *Marketing Research in Applied Orientation*, Pearson, New Delhi.
- Shekharan and Uma, *Business Research Methods-A Skill- Building Approach*, John Willy, New York.

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.



**COMPREHENSIVE VIVA-VOCE
(MBA-547)**

**Total Marks: 50
External: 50**

**INCOME TAX LAW – I
(MBA-551)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: This paper is aimed at making the students to learn direct tax laws which in turn would help them in assessing tax liability of different entities.

Course Contents:

Unit 1 Income Tax Act 1961 - Basic Concepts: Assessment Year, Previous Year, Person, Assessee, Income, Gross Total Income, Total Income, Casual Income, Agricultural Income; Residential Status, Incidence of Tax, Income exempted from tax.

Unit 2 Computation of Income from Salaries and House Property.

Unit 3 Computation of Income from Business or Profession, Capital Gains and Other Sources.

Unit 4 Deemed Incomes and Clubbing of Incomes, Set-Off, Carry Forward and Set-Off Losses.

Suggested Readings:

- Ahuja, G. K. and Ravi Gupta, *Systematic Approach to Income Tax*, CCH India, Allahabad.
- Jain K. C. and Gaur V. K., *Taxation – Law and Practice*, Kalyani Publications, New Delhi.
- Lokhotia, R. N., *Corporate Tax Planning*, Latest Edition, Vision Publications, Delhi.
- Mehrotra, *Indian Taxation Laws*, Sahitya Bahvan, New Delhi.
- Singhanian, Vinod K. and Singhanian Monica, *Students Guide to Income tax*, Taxmann, 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.

**INDIAN ECONOMY
(MBA-552)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The main objective of this course is to apprise the students of Economic Policies of Government of India and to help them in understanding parameters of Indian Macro Economic Environment.

Course Contents:

- Unit 1** Nature of the Indian Economy, Major Problems of Indian Economy, Economic Growth, Poverty, Population and Unemployment; Inflation in India, National Income, Agriculture Production and Productivity Trends in India.
- Unit 2** Economic Role of Government - Planning, Entrepreneurial, Regulatory and Promotion; Monetary Policy and Fiscal Policy in India, Concept of Liberalization, Privatization and Globalization.
- Unit 3** Industrial Sickness in India: Causes, Magnitude, Consequences and Remedial Measures; Small Scale Industries: Meaning, Role and Problems, Public Sector: Role, Problems and Performance of Public Sector in Indian Economy.
- Unit 4** Foreign Trade: Trends and Problems, Balance of Payment, EXIM Policy, Role of WTO, IMF and World Bank.

Suggested Readings:

- Aggarwal, A. N., *Indian Economy*, New Age Publishers, New Delhi.
- Ashwathappa, K., *Business Environment*, Himalaya Publishing House, New Delhi.
- Cherunilam, Francis, *Business Environment*, Himalaya Publishing House, New Delhi.
- Dhar, P. K., *Indian Economy*, Kalyani Publishers, Ludhiana.
- Misra and Puri, *Indian Economy*, Himalaya Publishing House, New Delhi.
- Ruddardutt and Sundaram, K. P. M., *Indian Economy*, S. Chand Publications, 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.



**EXPORT IMPORT PROCEDURES AND DOCUMENTATION
(MBA-553)**

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

Course Contents:

Unit 1 Introduction: Meaning, Nature and Significance of Export Import Procedures and Documentation in International Trade; Procedure and Documentation as Trade Barriers; Export Strategy; Import Strategy.

Unit 2 Export Order Processing: Registration of Exporters; Export Contract; Export Price Quotations; Main Export Documents; Role of Forwarding Agents; Cargo Insurance and Claim Procedure.

Unit 3 Import Order Processing: Registration of Importers; Import Contract; Import Price Quotations; Import Documents; Methods of Payment in International Trade: Collection of Export Bills; Provisions of RBI's Exchange Control Manual; Pre-shipment and Post-shipment Finance.

Unit 4 Major Export Promotion Schemes in India: EPCG, Duty Exemption Scheme; DPEB Scheme; Facility for Deemed Exports; EPC; Commodity Boards; Role of EXIM Bank and ECGC; WTO Provisions regarding Export Import.

Suggested Readings:

- Bhalla, V. K., *International Business Management*, S. Chand, New Delhi.
- Daniel and Radebaugh, *International Business*, Pearson Education, New Delhi.
- Edward, G. Hinkelman, *International Trade Documentation*, World Trade Press, USA
- Jitendra, M. D., *Export Procedures and Documentations*, Rajat Publications, New Delhi.
- Shukla, Shyam, *International Business*, Sai Jyoti Publication, New Delhi.
- Jain Khuspant S., *Export Import Procedure and Documentation*, Himalya Publication, 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.



**MANAGEMENT ACCOUNTING
(MBA-554)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this paper is to make the students capable in understanding and analyzing the financial statements so as to facilitate in managerial decision-making.

Course Contents:

Unit 1 Management Accounting: Nature, scope, functions and significance; Distinction between Financial Accounting and Management Accounting, and Cost Accounting and Management Accounting; Fund Flow Statement, Cash Flow Statement and Ratio Analysis (Brief Outlines only).

Unit 2 Budgetary control: Nature, objectives and significance; Types of Budgets: Operational/Functional Budgets, Financial budgets and Master Budget; Performance Budgeting, Zero Base Budgeting.

Unit 3 Marginal Costing: Nature, Significance, Applications and Limitations, CVP Analysis and Break Even Analysis; Distinction between Marginal Costing and Absorption Costing, Management reporting; Meaning and significance, Types of reports, Principles of reporting.

Unit 4 Standard Costing: Meaning, objectives, importance and limitations; Difference between Estimated Cost and Standard Cost, and Standard Costing and Budgetary Control; Analysis of Material and Labour Variances.

Suggested Reading:

- Arora M. N., *Cost and Management Accounting*, Vikas Publishing House, New Delhi.
- Gupta Ambrish, *Financial Accounting for Management*, Dorling Kindersley, Noida.
- Kothari Rajesh, *Management Accounting – concepts and applications*, MacMillan, New Delhi.
- Maheshwari S. N., Mahaeshwari S. K., *Accounting for Management*, Vikas Publishing House, New Delhi.
- Sahaf M. A., *Management Accounting – Principles and Practice*, Vikas Publishing House, 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.

**BANK MANAGEMENT
(MBA-555)**

**Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The objective of this subject is to acquaint students with the contemporary issues in the banking sector.

Course Contents:

- Unit 1** Banking in India: Origin and Evolution; Types of Banks and their Functions; Banker Customer Relationship; Customer Service in Banks.
- Unit 2** Credit Management: Principles and Objectives, Credit Policy in banks, Credit evaluation, Credit Monitoring and follow-up; Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting securities; Priority Sector Lending.
- Unit 3** Non-Performing Assets: Trends, Reasons, Recovery Mechanism, Measures of Control; Capital Adequacy in Indian Banks, Risk Management: Meaning and Types- Credit, Market and Operational Risk; Implication of Basel-I, II and III for Indian Banks.
- Unit 4** Grievance Redressal- Legal framework, Banking Ombudsman Scheme, NABARD and Rural Banking, E-Banking in India.

Suggested Readings:

- Agarwal O. P., *Banking and Insurance*, Himalaya Publishing House, New Delhi.
- Bhattacharya K. M., *Risk Management in Indian Banks*, Himalaya Publishing House, New Delhi.
- Gomez Clifford, *Banking and Finance*, PHI Learning, New Delhi.
- Murali S., Subbakrishna K. R., *Bank Credit Management*, Himalaya Publishing House, New Delhi.
- Prasad S. Vipradas, *Bank Lending*, Himalaya Publishing House, 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.



BUSINESS ENVIRONMENT
(MBA-556)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The main objective of this course is to apprise the students of Economic Policies of Government and parameters of Indian Macro Economic Environment.

Course Contents:

Unit 1 Business Environment: Nature, Components; Dynamics of Business Environment; Key Indicators; Environment Scanning; Consumer Protection Act and Role of Voluntary Organizations in Protecting Consumer Rights.

Unit 2 Economic Reforms; Impact of Privatization, Liberalization, Globalization; Industrial Policy; Environment Protection Act - An Overview; Competition Bill 2001; Impact of Entry of MNC's.

Unit 3 Indian Planning System; Micro, Small and Medium Enterprises; Problems of Sick Industries and Remedies.

Unit 4 Intellectual Property Regime - An Overview; Influence of WTO on India's Economic Growth; Role of IMF and World Bank.

Suggested Readings:

- Cherunilam, Francis, *Business Environment*, Himalaya Publishing House, New Delhi.
- Joshi, Rosy and Kapoor Sangam, *Business Environment*, Kalyani Publishers, Ludhiana.
- Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.
- Mishra, S. K. and Puri, V. K., *Economic Environment of business*, Himalaya Publishing House, 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.

SUMMER TRAINING REPORT
(MBA-557)



**MANAGEMENT INFORMATION SYSTEM
(MBA-561)**

Total Marks: 100

External: 70

Internal: 30

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 System 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, Trends in Information Technology.

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

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

Suggested Readings:

- Goyal D. P., *Management Information System*, Vikas Publishing House, New Delhi.
- James O'Brien, *Management Information System*, McGraw-Hill Publishing, New Delhi.
- Kenneth C. Laudon, Jane P. Loudon, *Management Information System – Managing the Digital Firm*, Pearson Education, New Delhi.
- Oz Effy, *Management Information System*, Cengage Learning, New Delhi.
- Sadagopan S., *Management Information System*, PHI, 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.

INCOME TAX LAW – II
(MBA-562)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: This paper is aimed at making the students to learn direct tax laws which in turn would help them in assessing tax liability of different entities.

Course Contents:

Unit 1 Deductions to be made in computing Total Income, Rebates and Relief of Tax, Preparation and Filing of Return of Income.

Unit 2 Assessment Procedure, Assessment of Tax Liability of Individuals, Hindu Undivided Families, Firms, Association of Persons or Body of Individuals and Companies.

Unit 3 An Overview of Income Tax Authorities, Penalties, Offences and Prosecutions, Appeals and Revisions; Recovery and Refund of Tax.

Unit 4 Advance Payment of Tax, Deduction of Tax at Source; Tax Evasion, Tax Avoidance, Tax Planning and Tax Management.

Suggested Readings:

- Ahuja, G. K. and Ravi Gupta, *Systematic Approach to Income Tax*, CCH India, Allahabad.
- Jain K. C. and Gaur V. K., *Taxation – Law and Practice*, Kalyani Publications, New Delhi.
- Lokhotia, R. N., *Corporate Tax Planning*, Latest Edition, Vision Publications, Delhi.
- Mehrotra, *Indian Taxation Laws*, Sahitya Bahvan, New Delhi.
- Singhanian, Vinod K. and Singhanian Monica, *Students Guide to Income tax*, Taxmann, 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.



INTERNATIONAL BUSINESS
(MBA-563)

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with concepts of international business, focus areas in the international trade and globalization trends.

Course Contents:

Unit 1 Structure of International Business Environment; Recent Global Trends in International Trade; Theories of International Business; Dimensions and Modes of International Business; Changing Composition of Trade in Goods and Services.

Unit 2 Policy and Performance of Export Zones and Export Oriented Units; Export Incentives; International Production and Operation Management, International Taxation, Global Competitiveness and Technological Developments, Multi-cultural Management, Global Business Strategy.

Unit 3 International Financial Environment; Organizational Structure for International Business; World Trading System and Impact of WTO; Exchange Rate System; Barriers to International Business; Foreign Market Entry Strategies; Country Foreign Investment Decisions; External Debt Management.

Unit 4 Foreign Direct Investment and Foreign Portfolio Investment, Impact of Foreign Direct Investments on Home and Host Countries; Types and Motives for Foreign Collaboration; Foreign Exchange Markets, Foreign Exchange Risk Exposure Management.

Suggested Reading:

- Apte, *International Financial Management*, McGraw Hill, New Delhi.
- Arya P. P. and Tondon B. B., *Economic Reforms in India*, Deep and Deep, New Delhi.
- Bedi S. K., *International Business*, V. K. Publications, New Delhi.
- Bhattacharya, B, *Going International – Response Strategies Indian Sector*, Wheeler Publishing House Co., New Delhi.
- Black and Sundaram, *International Business Environment*, Prentice Hall of India, 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.

SALES MANAGEMENT
(MBA-564)

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The main objective of this course is to acquaint students with the nature of Sales Force Management and its application in corporate sector.

Course Contents:

Unit 1 Sales Management: Concept, Objectives and Functions; Personal Selling: Concept and Importance, Classification of Sales Jobs; Buyer-Seller Dyads; Personal Selling process; Theories of selling; Sales Force Management challenges.

Unit 2 Sales Planning: Importance, Approaches and Process of Sales Planning; Sales Forecasting; Sales Budgeting, Sales Organization: Purpose, Principles and Process of setting up a Sales Organization; Sales Organization Structures.

Unit 3 Determining Size of Sales Force; Managing the Sales Force: Recruitment, Selection, Training and Compensation, Motivating and Leading the Sales-Force; Sales Meetings and Contests.

Unit 4 Territory and Quota Management: Need, Procedure for setting up Sales Territories; Time Management; Sales Quotas: Purpose, Types of Quotas and Administration of Sales Quota; Control process: Analysis of Sales Volume, Cost and Profitability; Management of Sales Expenses, Evaluating Sale-Force Performance; Role of IT in Sales Management.

Suggested Readings:

- David Jobber, Geoff Lancaster, *Selling and Sales Management*, Pearson Education India, New Delhi.
- Gupta, S. L., *Sales and Distribution Management*, Excel Books, New Delhi.
- S. A. Chunawala, *Sales and Distribution Management*, Himalaya Publishing House, New Delhi.
- Spiro, Stanton and Rich, *Management of a Sales Force*, McGraw-Hill, New Delhi.
- Tapan K. Panda, Sunil Sahadev, *Sales and Distribution Management*, Oxford University Press, 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.

E-COMMERCE
(MBA-565)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To acquaint the students with the use of e-commerce in competing markets.

Course Contents:

- Unit 1** Introduction to E-Commerce: Definition, Objectives, Benefits, Limitations; Traditional Commerce versus Electronic Commerce, Interdisciplinary nature of E-Commerce; Forms of E-Commerce, Driving Forces of E-Commerce; Technology and Infrastructure for E-Commerce.
- Unit 2** Network Infrastructure for E-Commerce – Market Forces Influencing I-way, Network Access Equipment; Value Added Networks; Electronic Payment Systems: Electronic Cash, Electronic Checks, Smart Cards, and Credit-card based Electronic Payment Systems.
- Unit 3** Risk and Electronic Payment systems; Issues in Designing Electronic Payment Systems; Application Areas of E-Commerce: E-Commerce and Retailing - Changing Retail Industry Dynamics, Buying Process in Online Retailing Environment, Management Challenges in Online Retailing.
- Unit 4** E-Commerce and Banking - Changing Dynamics in the Banking Industry, Management Issues in Online Banking; Intranets and Customer Asset Management - Basics of Customer Asset Management, Online Customer Service and Support, Technology and Marketing Strategy.

Suggested Readings:

- Bhaskar Bharat, *Electronic Commerce*, McGraw Hill, New Delhi.
- Joseph, *E-Commerce: An Indian Perspective*, Prentice Hall of India, New Delhi.
- Kosiur D., *Understanding E-Commerce*, PHI, New Delhi.
- Loshin, Pete and Murphy, Paul, *Electronic Commerce*, Jaico Publishing House, Mumbai.
- Turbon, et. al., *Electronic Commerce: A Managerial Perspective*, Pearson 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.

FINANCIAL INSTITUTIONS AND MARKETS
(MBA-566)

Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to discuss the Indian financial market, management of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents:

Unit 1 Objectives and Functions of different Financial Institutions in India; Role of RBI in regulating financial institution; Commercial Banks and Development Banks.

Unit 2 Risk management in Indian Financial Institutions; Financial Planning of Financial Institutions; Interest Rate Analysis; Interest Rates in the Financial System.

Unit 3 NBFCs, Capital Adequacy and Capital Planning; Introduction to Depository Institutions and Mutual Funds; Derivatives: Futures, Options, and Swaps.

Unit 4 Foreign Investment: types, trends, implications, regulatory framework for foreign investment in India; International Aspects of Financial Institutions; ADRs, GDRs, IDRs.

Suggested Reading:

- Bhole L. M., *Management of Financial Institutions*, McGraw Hill, New Delhi
- Khan M. Y., *Indian Financial System*, McGraw Hill, New Delhi.
- Rose, Peter S. and Fraser, Donald R., *Financial Institutions*, Ontario, Irwin Dorsey.
- Vij, Madhu, *Management of Financial Institutions in India*, New Delhi.
- Yeager, Fred C. and Seitz, Nail E., *Financial Institution Management: Text and Cases*, Englewood Cliffs, New Jersey.

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.

COMPREHENSIVE VIVA-VOCE
(MBA-567)

Total Marks: 50
External: 50