

S-29 June, 2013 AC after Circulars from Circular No.03 &amp; onwards

- 14 -

**DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY****CIRCULAR NO.ACAD/NP/Mgt.Sci./M.B.A. & M.C.A./Syllabus/12/2013**

It is hereby notified for information of all concerned that, on the recommendation of the Faculty of Management Science, the **Academic Council at its meeting held on 29-06-2013 has accepted the Revised Syllabi of [1] "Master of Business Administration" [M.B.A.] and [2] "Master of Computer Application" [M.C.A.] Semester-I & II"** under the Faculty of Management Science **as per Appendix-"A" & "B" respective.**

This is effective from the **Academic Year 2013-2014** and onwards.

All concerned are requested to note the contents of this circular and bring the notice to the students, teachers and staff for their information and necessary action.

University Campus,  
Aurangabad-431 004.  
REF.NO.ACAD/NP/MGT.SCI./SYLL./  
M.B.A./M.C.A./2013/25091-190

**A.C.M.A.I.No.32.**

Date:- 26-07-2013.

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**Director,**  
**Board of College and**  
**University Development.**

**Copy forwarded with compliments to :-**

- 1] **The Principals, affiliated concerned Colleges, Dr. Babasaheb Ambedkar Marathwada University.**
- 2] **The Director, University Network & Information Centre, UNIC, with a request to upload the above Syllabi on University Website [www.bamu.ac.in].**

**Copy to :-**

- 1] The Controller of Examinations,
  - 2] **The Superintendent, [Professional Unit],**
  - 3] **The Superintendent, [Co-Ordination],**
  - 4] The Programmer [Computer Unit-1] Examinations,
  - 5] The Programmer [Computer Unit-2] Examinations,
  - 6] The Director, [E-Suvidha Kendra], in-front of Registrar's Quarter, Dr. Babasaheb Ambedkar Marathwada University,
  - 7] The Record Keeper,
- Dr. Babasaheb Ambedkar Marathwada University.**

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**Dr. Babasaheb Ambedkar  
Marathwada University  
Aurangabad**



**Revised Syllabus and Course Structure for**  
***“Master in Business Administration”***

***(M.B.A.)***

**Semester-I & II**

**Effective from the Academic Year 2013 – 14 & onwards**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

- 0.356 The degree of Master of Business Administration (M.B.A) shall be conferred on a candidate who has pursued a full time course of study of four semesters spread over two years or part time course of six semesters spread over three years after taking Bachelor Degree in any faculty of this University and has passed the prescribed examination of M.B.A.
- 0.357 The course of study for the M.B.A degree shall be Full Time as well as part time. The full time M.B.A course shall be of two years consisting of Four Semester and part time course shall be of three years consisting of six semesters. Duration of each semester, both in full time and part time M.B.A. course shall be of 15 weeks from the date of the commencement of the semesters.
- 0.358 Every candidate for the M.B.A degree shall besides under going the course of instructions mentioned above has to undergo practical work/sessional work by way of case studies. Project report, factory visits, mid-semester test, seminars, tutorials and assignments to the satisfaction of the teacher concerned and shall be required to maintain a record of it.
- 0.359 “A candidate shall be declared to have passed the MBA Examination if he/she secures at least 45% marks in each individual paper and at least 50% marks in aggregate of the total marks prescribed for the course. A student to be eligible for the award of degree has to clear all the papers offered during two years of programme within the span of four years from the date of registration in the program. If a candidate fails to secure 50% marks in aggregate, has an option to reappear for not more than two papers to make up the deficiency in aggregate marks.

A regular student will be allowed to re-appear in any paper in any semester. However, the total number of attempts for a paper shall not exceed three during the span of the programme. As regards the ex-students, they will be allowed to re-appear only in the April/May Semester examination, subject to total number of attempts for a paper not exceeding three during the span of the programme.”

- 0.360 (a)
- (I) A candidate shall not be allowed to appear for the semester examination unless the Head of the Institution or University Department, in consultation with the concerned teacher, certifies the completion of the Sessional / practical work.
- (II) Each of Semester (MBA) examination shall carry 100 marks and shall be distributed as under
- |                         |          |
|-------------------------|----------|
| 1) Written examination  | 60 Marks |
| 2) Internal examination | 40 Marks |
- (III) Internal assessment marks shall be awarded by Head of the department in consultation with the faculty members subject to moderation by H.O.D / Director and shall be based on
- |  |         |
|--|---------|
| 1) Class room participation and attendance                             | 10marks |
| 2) Submission of written assignment, term papers and viva-voce         | 10marks |
| 3) Participation in seminars, case discussions & group work activities | 10marks |
| 4) Class test, quizzes, individual and group oral presentations        | 10marks |

- (I) "The minimum marks for passing the examination for each semester shall be 45% in each theory and sessional for all the courses of the semester."

O- 360(c)

To be eligible for promotion to the second year of the programme, a student of full time MBA Programme, must clear successfully at least 12 out of the 16 papers offered during first year (first and second semester) of the programme. However appearance at the first semester and third semester examination is compulsory for promotion to next semester."

O- 360 (d)

- (i) The Batch of Students for class room teaching and Sessional /Practical work shall consist of not more than 60 students and shall be of 5 to 10 students for in plant Training and Project work.
- (ii) The Aggregate Teaching work load for each batch of students shall be of 60 clock hours for a semester period.
- (iii) The concerned Head of the Institute/University Department shall submit the Internal Marks to the Controller of Examination of the University.
- (iv) No. Students shall permit to appear for the last semester (i.e IV semester for full time & VI semester for part time) unless he or she submits the project report as required.

O- 360 (e)

At the end of second semester, all students will have to undergo summer training (CP-304) of 8-10 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the Departmental/Faculty from time to time. Each student will be required to submit the project report to the Department/Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester."

O- 360 (f)

- (i) The final project study (CP – 402) shall commence from third semester and the report should be submitted towards the end of the fourth semester. The project topic should be selected in consultation with the guide allotted by the Institute.  
The project report should cover the theoretical background, field study and comparative analysis. Alternatively the students may take up the problems from the industry and construct a case study. The case study should offer the solution to the concerned industry. Such case studies can also be submitted as project reports."
- (ii) The project topic should be in the area of specialization and should necessarily include field work or library work.
- (iii) The student will be expected to make a presentation/viva-voce of the project work towards the end of the last semesters.
- (iv) Out of aggregate 100 marks assigned to the project report, the report preparation will be assigned 50 marks, its presentation and viva voce will carry 50 marks. The project report, presentation and viva-voce will be evaluated jointly by the internal and external examiner."
- (v) Three typed copies of project report shall be submitted by the candidate to the concerned teacher for Evaluation.

- (vi) A candidate shall not be allowed to appear for III semester Examination of Full Time 2 years Course and IV semester of part time course unless he /She completes the inplant training and submit the reports to the concerned teacher.

O- 360 (g) The award of division for MBA Degree shall be as follows:

Division	No of Marks to be scored.
Second (II)	50% and above but less than 60%
First (I)	60% and above but less than 75%
Distinction	75% and above.

R- 361

- (i) A Student who has failed in any of the semesters under the old scheme will be allowed to appear for the respective semesters of new course under this scheme.
- (ii) A student who has been admitted to the first semester of the old course but has not passed the I semester examination of the old course shall be admitted to the First Semester of the new course.
- (iii) A student who has passed I semester of the old course shall be admitted to the 2<sup>nd</sup> semester of the new course.
- (iv) A student who has passed the 2<sup>nd</sup> semester of the old course shall be admitted to the 3<sup>rd</sup> semester of the new course.
- (v) A student who has passed the 3<sup>rd</sup> semester of the old course shall be admitted to the IV semester of the 4<sup>th</sup> semester of the new course.
- (vi) Additional Special Subject.  
A Candidate, who has passed the MBA examination of this University, may be allowed to appear for the MBA examination, with other electives and shall have to keep terms for the same.
- (vii) Such candidate shall be issued with a passing certificate for the additional elective, but the marks obtained in the additional elective will in no way affect his/her original performance for which he would get the degree.

O-362

- (i) The following shall be the structure and syllabus for the M.B.A. full time and part time course.  
[M.B.A Full time Course will be of Two Years consisting of Four Semester ]

**MBA SEMESTER I**

Course Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
101	Organisational Behaviour & Effectiveness	45	15	40	60	100	4	3 hrs.
102	Statistical Methods	45	15	40	60	100	4	3 hrs.
103	Business Economics – I (Micro Economic)	45	15	40	60	100	4	3 hrs.
104	Environment and Management	45	15	40	60	100	4	3 hrs.
105	Business Communication & Soft Skills Development	45	15	40	60	100	4	3 hrs.
106	Corporate Governance & Ethics	45	15	40	60	100	4	3 hrs.
107	Accounting for Managers	45	15	40	60	100	4	3 hrs.
108	Computer Application in Management	45	15	40	60	100	4	3 hrs.
<b>TOTAL</b>						<b>800</b>		

**MBA SEMESTER II**

Course Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits	Duration of Exam
		Lect.	Tutorial	Int	Ext			
201	Research Methodology	45	15	40	60	100	4	3 hrs.
202	Optimization Techniques	45	15	40	60	100	4	3 hrs.
203	Business Economics – II (Macro Economics)	45	15	40	60	100	4	3 hrs.
204	Human Resource Management	45	15	40	60	100	4	3 hrs.
205	Financial Management	45	15	40	60	100	4	3 hrs.
206	Marketing Management	45	15	40	60	100	4	3 hrs.
207	Production & Operation Management	45	15	40	60	100	4	3 hrs.
208	International Environment & Management	45	15	40	60	100	4	3 hrs.
<b>TOTAL</b>						<b>800</b>		

“R-363 Part time MBA Course shall be of **Three** Years duration, consisting of **Six** Semesters. The part time MBA Course will be on pattern with MBA full time course except the semester wise break up as shown below:-

### MBA Semester I (Part Time)

Course Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credit	Duration of Exam
		Lect.	Tutorial	Int	Ext			
101	Organisational Behaviour & Effectiveness	45	15	40	60	100	4	3 hrs.
102	Statistical Methods	45	15	40	60	100	4	3 hrs.
103	Business Economics – I (Micro Economics)	45	15	40	60	100	4	3 hrs.
104	Environment and Management	45	15	40	60	100	4	3 hrs.
105	Business Communication & Soft Skills Development	45	15	40	60	100	4	3 hrs.
<b>TOTAL</b>						<b>500</b>		

### MBA Semester II (Part Time)

Course Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credit	Duration of Exam
		Lect.	Tutorial	Int	Ext			
106	Corporate Governance & Ethics	45	15	40	60	100	4	3 hrs.
107	Accounting for Managers	45	15	40	60	100	4	3 hrs.
108	Computer Application in Management	45	15	40	60	100	4	3 hrs.
201	Research Methodology	45	15	40	60	100	4	3 hrs.
202	Optimization Techniques	45	15	40	60	100	4	3 hrs.
<b>TOTAL</b>						<b>500</b>		

**MBA Semester III (Part Time)**

Course Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credit	Duration of Exam
		Lect.	Tutorial	Int	Ext			
203	Business Economics – II (Macro Economics)	45	15	40	60	100	4	3 hrs.
204	Human Resource Management	45	15	40	60	100	4	3 hrs.
205	Financial Management	45	15	40	60	100	4	3 hrs.
206	Marketing Management	45	15	40	60	100	4	3 hrs.
207	Production & Operation Management	45	15	40	60	100	4	3 hrs.
<b>TOTAL</b>						<b>500</b>		

**“R-364**

For admission to III semester, a candidate of Part Time MBA Programme must have successfully cleared 8 out of 10 papers offered for first and second semesters. However, for promotion to Fifth semester, a candidate must have cleared 16 out of 21 papers offered upto fourth semester and must have cleared all the 10 papers of first and second semesters. However, it is necessary to appear for first, third and fourth semester examinations.



# **DETAIL SYLLABUS**

## **MBA I SEMESTER**

**MBA SEMESTER I**

Course Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits
		Lect.	Tutorial	Int	Ext		
101	Organisational Behaviour & Effectiveness	45	15	40	60	100	4
102	Statistical Methods	45	15	40	60	100	4
103	Business Economics – I (Micro Economics)	45	15	40	60	100	4
104	Environment and Management	45	15	40	60	100	4
105	Business Communication & Soft Skills Development	45	15	40	60	100	4
106	Corporate Governance & Ethics	45	15	40	60	100	4
107	Accounting for Managers	45	15	40	60	100	4
108	Computer Application in Management	45	15	40	60	100	4
<b>TOTAL</b>						<b>800</b>	

**Course Code 101: Organisational Behaviour and Effectiveness**

**Course Contents**

**Unit-I Concept of Management:**

- Definitions of Management,
- Managerial process (Only Overview),
- Evolution of Management Thoughts: F.W Taylor, Henri Fayol, Mary Parker Follet and Elton Mayo.

**Unit- II Perception:**

- Meaning & Process,
- Factors Affecting Perception,
- Managerial Implication of Perception.

**Unit-III Learning:**

- Meaning,
- Learning Curves,
- Principles of Learning,
- Theories of Learning,
- Managerial Implication of learning.

**Unit- IV Motivation:**

- Motivation process,
- Theories of Motivation: Maslow's Need Theory, Herzberg's Theory, ERG theory, McGregor's Theory X & Y

**Unit- V Personality:**

- Meaning,
- Personality Traits,
- Determinants of personality,
- Freud's Theory of personality,
- Jung's personality Typing.

**Unit-VI Leadership & Decision making**

- Meaning,
- Traits of a leader,
- Functions of Leadership,
- Different leadership Styles,
- Different Theories of Leadership.
- Meaning and process of **Decision making**

**Unit- VII Organizational Structures & Organizational Change:**

- Types Organizational Structures
- Concept of Change,
- Process of change,
- Different Models for Change Management,
- Change Agent

**Unit- VIII Organizational Effectives**

- Concept
- Models
- Role of Organizational Culture & Climate in effectiveness

**Books Recommended:-**

1. Aswathappa K, “Organizational Behavior (text, Cases & Games)”, Sixth Revised edition, Himalaya Publishing House, New Delhi.
2. Stephen P. Robbins, “Organizational Behavior , Fifth Edition, Pearson Education India.
3. P. Subba Rao, “Management And Organizational Behavior (text, Cases & Games)”, Fourth Edition, Himalaya Publishing House , New Delhi
4. Tripathi.P.C & Reddy .P.N , “ Principles of Management”, Fifth Edition, Tata McGraw Hill Private Ltd, New Delhi

**Course Contents**

- Unit – I**                    **Statistics:**
- Meaning,
  - Definition,
  - Importance
  - Limitations and Distrust.
- Unit – II**                    **Statistical Data:**
- Primary data,
  - Secondary Data,
  - Methods of collecting Primary and Secondary Data.
- Unit – III**                    Classification,  
Tabulation,  
Series and Presentation through Graph and Diagrams.
- Unit – IV**                    **Measures of central tendency:**
- Mean, Median and Mode: Meaning, Merits, Demerits,  
Computation and application.
- Unit – V**                    **Measures of Dispersion:**
- Meaning,
  - Significance,
  - Properties of a good measure of Dispersion.
  - Mean Deviation, Standard Deviation: Meaning, Merits, Demerits,  
Computation and Application.
- Unit – VI**                    **Correlation Analysis:**
- Meaning, Uses, Types,
  - Karl Pearson’s Coefficient of correlation, Properties, Assumptions, Merits,  
Limitations and Computation of Correlation (Ungrouped data only), and  
Interpretation.

**Unit VII**

**Regression Analysis:**

- Meaning, Uses,
- Regression lines and Equations,
- Regression Coefficient,
- Solving Regression Equation and Estimations.

**Unit – IX**

**Analysis of Time Series:**

- Meaning, Requirements, Objective and utility of study,
- Components,
- Methods of measurement- Moving Average method and Least Square method.

**Books Recommended:-**

1. Jhunjhunwala Bharat., Business Statistics-A Self Study Text Book, New Delhi, S. Chand & Co. Ltd, 2008.
2. Richard I Levin and David S.Rubin, Statistics for Management, Pearson, 2009.
3. Gupta S.C. and Mrs. Indira Gupta, Business Statistics, New Delhi, Himalaya Publishing House, 2010.
4. Anand Sharma, Statistics for Management, Delhi, Himalaya Publishing House, 2009.
5. Gupta S.P. and Gupta M.P., Business Statistics, New Delhi, Sultan Chand, 1997.
6. Shrivastav, Statistics for Management, Tata McGraw Hill.
7. Gupta S.P., Statistical Methods, New Delhi, Sultan Chand & Sons, 2008.
8. Srivastav V.K., Shenoy G.V., Sharma S.C., Quantitative Techniques for Managerial Decisions, New Delhi, New Age International(P) Ltd., 2005.

**Course Code 103: Business Economics – I (Micro Economics)**

**Course Contents**

**Unit – I Economic System**

- Introduction to economic : Functions and Objectives
- Types of economics : Capitalistic , Communalistic , Mixed , Laissez- faire
- Economic thought: Classical , Political economy , Marxism, Neo-classical and Keynesian theory
- Economics And Society : Role of economics in society and its problems

**Unit – II Fundamentals of economics**

- Business economics
- Micro economics and Macro economics
- Economic Profit and Accounting Profit
- Decision Process and Time perspective
- Marginal Analysis and Opportunity Cost

**Unit – III Demand and Supply**

- Meaning, Types and determinants of demand
- Law of demand and its limitations
- Elasticity of Demand
- Law of Supply
- Market Equilibrium
- Demand forecasting

**Unit – IV Production and Cost**

- Theory of Production
- Law of return to scale
- Theory of cost
- Break-even Analysis

**Unit V Market Structures**

- Monopoly
- Oligopoly
- Monopolistic competition
- Perfect competition

**Unit VI Market Failure**

- Negative Externalities in Production
- Positive Externalities in Consumption
- Non Governmental solutions to Externalities
- Asymmetric Information

**Unit VII Consumer Choice Theory**

- Consumer Behavior
- The Consumers Choice

Books Recommended:-

1. Robert L. Sexton, Exploring Economics, 6<sup>th</sup> ed., Cengage Learning
2. John Sloman, Economics, 6<sup>th</sup> ed., Pearson Education
3. Irwin B. Tucker., Economics, Thomson/South-Western
4. Roger Arnold, Economics, Cengage Learning
5. Case, Fair, Oster., Principle of economics, 10<sup>th</sup> ed., Pearson Education
6. K.K Dewett, Modern Economic Theory, S. Chand , New Delhi, 2012
7. D. N. Dwivedi, Managerial Economics, 7<sup>th</sup> ed., Vikas publication, New Delhi, 2012
8. D.M. Mithani, Managerial Economics, 6<sup>th</sup> ed., Himalaya Publishing House, Mumbai, 2012.
9. Abha Mittal, MicroEconomics, S. Chand , New Delhi, 2012



**Course Code 104: Environment Management**

**Course Contents**

**UNIT-I**

**Introduction:** Definition, need, Scope and Significance of environment management, Fundamentals of Eco System. Broad outline of National environment – Policy definition of Environment with particular reference to management. Environmental issues relevant to India, Sustainable Development.

**UNIT-II**

Present Status of Environment Management, Major issues: Role and Functions of the government as a planning, organizing, directing, implementing and controlling agency, Managerial aspects involved in Environment management.

**UNIT-III**

Environmental Quality Management - Overview of the role and responsibility of the industries. Total Quality Environmental Management, ISO 14000 EMS certification and Environmental Audit.

**UNIT-IV**

Major Legislation like Air (P. and C.P.) Act, Water (P.And C.P.) Act, Environment Protection Act, 1986. Wild life Protection Act etc.

**UNIT-V**

Energy Management-Fossil fuels use and Energy Balance; Forest Management: Forests Products and Trade. Waste Management (Including hazardous Waste Management)

**Unit-VI**

**Issues and Developments in Environmental Management:**

Role of Biodiversity in International Trade, Environmental Ethics and Corporate Ethics, Global Warming, Environmental Geology & Natural Disaster Management: Causes and consequences.

Books Recommended:-

1. N.K. Uberoi: Environmental Management ,Excel Books.
2. Krishnamoorthy: Environmental Management ,Prentice – Hall India.
3. Vijay S. Chitnis: Changing Face of the planet and Environmental Law,Snow White.
4. Tietenberg: Environmental and Natural Resources Economics,Pearson Education.
5. G.N. Pandey: Environment Management, Vikas Publishing.
6. Y.K. Saxena and N.K. Oberoi: Environment Emplaned,Excel Books.
7. Mahanty,S.K.:Environment &Pollution Law Manual, University Law Publishing,

**Course Code 105: Business Communication & Soft Skills Development**

**Course Contents**

**UNIT- I**

**Business Communication**

- Meaning, Objectives, Importance & Process
- b) Types - Verbal-Non verbal, Formal-Informal
- c) 7 C's of Communication
- d) Barriers & Measures to overcome the barriers to Communication
- e) Do's and Don'ts' in Business communication

**UNIT- II**

**Communication Skills**

- Reading Skills: Rapid Reading, Comprehension.
- Speaking Skill: Speech-preparation, Guidelines for Effective speech, Negotiation.
- Listening Skill: Importance & Benefits, Process, Barriers & Guidelines for
- Effective Listening.
- Presentation Skill: Types of Presentations, Making & propositions of
- Presentation, Public Speaking skills.
- Interview: Types, Preparation, Conducting and Appearing
- Meeting – Planning, Agenda, Layout, Leading the meeting, drafting Minutes.

**UNIT- III**

**Written Communication**

- Meaning, Merits, Limitations & Legal Aspect of Written communication.
- Letter writing: Types of layout of Business letter, Essentials of Good letters-
- Unpleasant, Pleasant, bad and neutral message.
- Purpose of letters: Resume, Application.
- Report Writing: Meaning & Nature, Formats – Formal, Informal reports, Writing
- Reports, Data collection, organizing, presentation of the Report.
- Drafting Skills: Documents, Policies, Procedures, Rules, Note taking etc.

#### **UNIT- IV**

##### **Organizational Communications**

- Meaning, Importance & Current Scenario of Organizational Communication
- Internal communication: Notice, Circular, Memo.
- External Communication – Enquiries, Quotations, Bank & Financial Institutions

#### **UNIT- V**

##### **Soft Skills: (Personality, Etiquettes and manners)**

- Dressing sense, Smart look, Greeting methods, body Languages (Kinesics & Proxemics), Eye Contact, Facial expressions, Comfort level, sitting posture, building the confidence level, team work & leadership, Time management, Decision making, stress management, basic Courtesy.

#### **Books Recommended:-**

1. Communication Today By Ruben Roy, Himalaya Publication.
2. Business Communication By Sehgal & Khetarpal, Excel Books
3. Communication Skills – Dr Rao & Dr. Das – Himalaya Publication
4. The Art of Soft Skills –by Gopalaswami Naresh-Pearson
5. Basics of Business Communication – Lesikar & Flatley – Tata McGraw Hills
6. Communication for Business – Taylor - Pearson Education
7. Business Communication Today – Bovee, Thill, Schatzman – Pearson Education
8. Rajendra Pal & J. S Korlahalli, Essentials of Business Communication, S. Chand & Sons, New Delhi.
9. Shaikh Saleem, Mathew Emmanuel, Nitin Bhatnagar, A.C Fernando & Mamta Bhatnagar Economics and Communication Skills, Pearson Education

**Course Code 106: Corporate Governance and Ethics**

**Course Contents**

**Unit- I Concept of Corporate Governance:**

- Meaning,
- Principles of corporate governance,
- Main Constituents of Good Corporate Governance.

**Unit- II Corporate Governance Models around the world ( only overview):**

- Continental Europe
- United States
- United Kingdom

**Unit- III Mechanisms and Controls for Corporate Governance in India:**

- Indian Model of Corporate Governance, Role of - Board of directors, Shareholders, Stakeholders, Bankers, Auditors, Agents, Investors etc.
- Structure and Responsibilities of the Board of Directors In India .
- Problems of corporate governance in India.

**Unit - IV Organizational and legal Framework for Corporate Governance in India (only overview):**

- Ministry of Corporate Affairs (MCA)
- Securities and Exchange Board of India (SEBI)
- Companies Act, 1956
- Companies Bill, 2012
- Securities Contracts (Regulation) Act, 1956
- Depositories Act, 1996

**Unit - V Corporate governance practices in leading corporate in India (overview)**

- TATA
- HPCL
- HUL
- Hindalco
- Videocon
- Infosys
- State bank of India
- Dr. Reddy's Lab

**Unit – VI Cases on Corporate Governance in India :**

- Harshad Mehta securities scam
- UTI scam
- Satyam Scam
- 2G Spectrum Scam
- Indian Coal Mining Controversy.

**Unit –VII Business Ethics**

- Concept of Values and Ethics,
- Work Ethos and Work culture,
- Significance of values in business management,
- Need for values in global change
- Corporate Social responsibility(CSR)
- Holistic approach for Managers in decision making,

**Books Recommended:-**

1. Das, “Corporate Governance in India: An Evaluation”, First Edition, PHI Learning Pvt. Ltd
2. Sharma Sunita , “Corporate Governance in India”, First Edition ,New Century Publications,
3. A.C. Fernando , “Business Ethics and Corporate Governance”, Pearson Education India
4. Sanjay Bhayana ,” Corporate governance practices in India” First Edction , Regal Publications
5. Shaikh Saleem, Business Environment, 2<sup>th</sup> ed., Pearson Education

## **Course Contents**

### **Unit I:**

**Introduction:** The nature, need, scope and concept of Financial Accounting, concepts and conventions of accountancy,(GAAP), accounting cycle, Preparation of journal, ledger and trial balance

### **Unit II:**

Preparation of final accounts, Depreciation: concept, nature, scope, causes and methods of depreciation. (Practical problems)

### **Unit III:**

Funds flow analysis: Concepts of funds; ascertaining funds from operations; Other sources of funds; Uses of funds; Preparation and analysis of funds flow statement and cash flow statement. (Practical problems)

### **Unit IV:**

Introduction to Management Accounting: Management of Accounting, Definitions, Relationship with financial accounting and cost accounting, Need and Importance of Management of Accounting, Role of Management accountant.

Cost concept, elements of cost classification of cost, method of costing, types of costing, Costing system, introduction to Activity based costing system (ABC) (theory)

### **Unit V:**

Marginal Costing and CVP Analysis: Definition of Marginal cost and Marginal costing, assumptions, PV Ratio, CVP Analysis, Managerial Applications of Marginal Costing. Budget, budgetary control, standard costing and variance analysis.(practical problems)

## **Books Recommended:-**

- 1) Dr.jawahar lal : Accounting for management, Himalaya publication house, New Delhi.
- 2) S.N Maheshwari, introduction to Financial accounting, Vikas publication
- 3) Bhattacharya S.K. and Deardon John: Accounting for Management; Vikas Theory, Weilley Eastern Ltd.,
- 4) Sharma And shashi gupta, management accounting, kalyani publications
- 5) Jain and Narang, cost accounting, principles and practices, kalyani publication
- 6) Management Accounting, khan and jain, Tata Mcgraw Hill, new Delhi

## **Course Contents**

### **Unit-I**

**Fundamentals of Computer:-** Characteristics of computer, Components of Computer, Generations of computer, Classification of computers, Computer Language, Flowchart, Types of Software.

### **Unit-II**

**Data Processing and Data Communication:-** Data Processing – Data Storage Hierarchy, Data File Organisation, Data Transmission Modes, Types of Transmissions, Data Communications, Transmission Media, Different Types of Network: LAN, WAN, MAN, Network Topologies, Application Portfolio Development, Program Development Life Cycle.

### **Unit-III**

**Management Information System:-** Importance of MIS, Need for MIS, Objectives of MIS, Conceptual Design of MIS, Logical model of MIS, MIS its role in different levels of management, Applications of MIS.

### **Unit-IV**

**Range of Application:-** Scientific, Business, Educational, Industrial, national Level and Planning.

### **Unit-V**

**Enterprise Resource and Planning (ERP):-** Need, Advantages, Disadvantages of ERP, History of ERP, MRP, MRP-II, Related Technologies to ERP, Modules of ERP, Market Players of ERP.

## **PRACTICAL EXERCISE**

**Excel Exercise:** Working in Excel, sheet Creation, Entering Data, Layout and Formatting of Sheet Preview and Print, Working with Range, Rows, Columns, Total, Sorting Using Formatting, Toolbars, Format Cells, Cell Content Moving And Copying Worksheet, Chart, Types Of Chart, Printing Chart Objects, Formatting Charts, Formula Functions, Analyzing Data With Excel.

Books Recommended:-

1. Pradeep.K.Sinha, Computer Fundamental, BPB publication
2. Dr. Mohd. Abdul Raffey, Fundamentals of Computer, Excel Publication.
3. ITL ESL, Fundamentals of Computers for Undergraduate Courses in Commerce and Management, Pearson Education.
4. Alexis Leon, ERP demystified, Tata Macgraw Hill

# **DETAIL SYLLABUS**

## **MBA II SEMESTER**



**MBA SEMESTER II**

Course Code	Subject Title	Periods		Distribution of Marks		Total Marks	Credits
		Lect.	Tutorial	Int	Ext		
201	Research Methodology	45	15	40	60	100	4
202	Optimization Techniques	45	15	40	60	100	4
203	Business Economics – II (Macro Economics)	45	15	40	60	100	4
204	Human Resource Management	45	15	40	60	100	4
205	Financial Management	45	15	40	60	100	4
206	Marketing Management	45	15	40	60	100	4
207	Production & Operation Management	45	15	40	60	100	4
208	International Environment & Management	45	15	40	60	100	4
<b>TOTAL</b>						800	

**Course Code 201: Research Methodology**

**Course Contents**

**Unit- I Concept of Research:**

- Meaning and Nature of Research,
- Objectives and Motivation for research,
- Significance of Research,
- Research Process.

**Unit- II Formulation of research problem statements and objectives.**

- Concept
- Process of research problem Selection
- Designing of Research problem statement and Objectives

**Unit- III Secondary Data:**

- Meaning,
- Advantages and disadvantages,
- Sources of Secondary data.

**Unit- IV Hypothesis:**

- Concept of Hypothesis,
- Types of Hypothesis.

**Unit- V Research designs:**

- Concept of research design,
- Descriptive Research designs,
- Exploratory Research Designs,
- Experimental Research Designs.

**Unit- VI Sample Design:**

- Concept, process of sample Design,
- Sampling Errors,
- Probability and non probability sample designs.

**Unit- VII Data Collection Techniques:**

- Questionnaire,
- Interview
- Observation.
- Case study

**Unit- VIII Data Processing & Data Analysis:**

- Different steps in data processing,
- Uni-variant, Bi-variant, Multivariate Techniques for data analysis (Only Overview, No calculations),

**Unit- IX Hypothesis Testing:**

- Overview of the different hypothesis testing techniques.
- ANOVA (One way with calculations).

**Unit- X Format Report Writing**

Books Recommended:-

1. Kothari.C.R, "Research Methodology: Methods and Techniques", Second Edition, New Age International, New Delhi.
2. Srivastava T.N. & Shailaja Rego , " Business Research Methodology", First Edition , Tata McGraw Hill Private Ltd, New Delhi.
3. Upagade & Shende , " Research methodology", First Edition, S.Chand & Company Ltd, New Delhi.
4. William G. Zikmund, Babin, Jon C. Carr, Mitch Griffin , "Research Methods", Cengage Learning, USA
5. Ranjit Kumar, "Research Methodology: A Step By Step Guide For Beginners, 2/E", Second Edition, Pearson Education India.

**Course Code 202 : Optimization Techniques**

**Course Contents**

**Unit - I**

Operation research: Meaning, Definition, Importance, Application in Managerial Decision Making.

**Unit – II**

Linear Programming: Basic concepts, Graphical and Simplex methods of solving LP problems(Only two variables).

**Unit – III**

Solving Assignment and Transportation problems, Replacement theory.

**Unit – IV**

Queuing theory, Game theory and Simulation.

**Unit – V**

Project Management- PERT/CPM,, Decision theory, Inventory Management and Control Techniques(EOQ without shortages, with one price break)

**Note:**

It is expected that, students must acquire theoretical knowledge and understanding about the basic concepts and technical aspects of all the techniques prescribed in the syllabus. Besides, they must be able to solve problems on Linear Programming, Assignment, Transportation, Game, Replacement, Inventory Management and control etc.

**Books Recommended:-**

1. Rao Adithan B., Operations Research, Delhi, Jaico Publishing house, 2010.
2. Narang A.S., Linear Programming and Decision making, New Delhi, Sultan Chand, 1995.
3. Kanti Swarup Gupta, Manmohan P.K., Operations Research, Sultan Chand, New Delhi, 2003.
4. Sharma J.K., Operations Research: Theory and applications, New Delhi, Macmillan India Ltd, 1997.
5. Taha H.A., Operations Research- An Introduction, New York, McMillan, 1989.
6. Narang A.S., Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
7. R. Hari Prakash, B. Durga Prasad, P. Sreenivasulu, Operations Research, New Delhi, Scitech Publications (India) Pvt. Ltd.

## **Course Contents**

### **Unit I National Economy**

- Circulation Model of Economic Flows
- Measuring National Income and National Output
- GDP as a measure of Economic Welfare
- Long run Economic Growth

### **Unit II: Macro Economic Issues and Analysis**

- Reasons and Types of Unemployment
- Inflation
- Stagflation
- Recession

### **Unit III The Indian Economy**

- Structure of Indian Economy
- Agriculture Sector
- Manufacturing Sector
- Service Sector

### **Unit IV Fiscal Policy**

- Definition and Objectives of Fiscal Policy
- Govt. Budget constraints and Fiscal Policy
- Budget Process
- Fiscal Policy and its Implementation
- India's Taxation Policy and Reforms

### **Unit V Monetary Policy**

- Meaning and Function of Money
- Evolution of Payment System
- RBI
- Fractional Reserve System
- The Money Multiplier
- Effects of Central Bank Interest Rates
- Expansionary and Contractionary Monetary Policy
- Instruments of Monetary Policy
- Implementation of Monetary Policy

**Unit VII Globalization and Economic Reforms**

- Definition and Overview
- New Industrial Trade Policy 1991
- International Trade and Trade Restrictions
- Critical Analysis of Globalization

**Unit VIII Economic Development**

- The problems of Underdevelopment
- Strategies for Economic Development
- Sources of Economic Development
- The Problem of National Debt
- Development Interventions

**Unit IX Exchange Rates**

- The Need for Foreign Currencies
- The Exchange Rate
- The Demand for Foreign Currency
- The Supply of Foreign Currency

**Books Recommended:-**

1. Shaikh Saleem, Business Environment, 2<sup>th</sup> ed., Pearson Education
2. Robert L. Sexton, Exploring Economics, 6<sup>th</sup> ed., Cengage Learning
3. John Sloman, Economics, 6<sup>th</sup> ed., Pearson Education
4. Irwin B. Tucker., Economics, Thomson/South-Western
5. Roger Arnold, Economics, Cengage Learning
6. Case, Fair, Oster., Principle of economics, 10<sup>th</sup> ed., Pearson Education
7. D. N. Dwivedi, Managerial Economics, 7<sup>th</sup> ed., Vikas publication, New Delhi, 2012
8. H.L. Ahuja, Macroeconomics: Theory and Policy, 18<sup>th</sup> ed., S. Chand , New Delhi, 2012

## **Course Contents**

### **Unit I Perceptive in human resource management (HRM)**

- Evolution of human resource management
- Importance and Objectives of the HRM
- Role of human resource manager
- Human resource policies
- Concept of Human Resource Development

### **Unit –II Job Analysis & team analysis**

- Concept of Job Analysis.
- Process of Job analysis
- Team Design and analysis

### **Unit – III The concept of best fit employee**

- Importance of Human Resource Planning
- Process of Human Resource planning
- Process & Sources of the recruitment
- Selection process
- On boarding process

### **Unit –IV Training and executive development**

- Importance of training
- Training Process
- Types of training methods and Techniques
- Executive development programs  
Self development
- Knowledge management.

**Unit –V Sustaining employee interest**

- Compensation plan: Rewards, Fringe benefits and incentives ( overview)
- Concept of Career management  
Development of mentor
- Protégé relationships.

**Unit –VI Performance Appraisal**

- Concept of performance Appraisal  
Method of performance Appraisal
- Internal and External Mobility and Retentions

**Unit- VI Industrial Relations**

- Concept of Industrial Relations
- Importance and objectives of Industrial Relations
- Functions of Trade Union
- Concept Grievance and Grievance management procedure

**Unit VIII Recent Trends in HRM**

- Employer’s Branding
- Competency mapping
- HR Balance Score Card
- HR matrix
- Right Sizing

**Books Recommended:-**

1. Decenzo and Robbins, “Human Resource Management”, Wiley, 8th Edition, 2007.
2. Dessler , “Human Resource Management”, Pearson Education Limited, 2007
3. Mamoria C.B. and Mamoria S. “Personnel Management”, Himalaya Publishing Company, 2007
4. Bernadin , “Human Resource Management” ,Tata Mcgraw Hill ,6th edition 2006.
5. Eugence Mckenna and Nic Beach, “Human Resource Management”, Pearson Education Limited, 2007.
6. Wayne Cascio, “Managing Human Resource”, McGraw Hill, 2007.
7. Ivancevich, “Human Resource Management”, McGraw Hill 2002.



## **Course Contents**

### **Unit I :**

**Introduction :** meaning of business finance, definition, nature ,scope and objectives of financial management.(wealth maximization Vs profit maximization) Functional areas of financial management. Emerging role of finance managers in India. Risk –return trade off, financial management process, measuring shareholders value creation: EVA and MVA.(theory)

### **Unit II :**

**Financial statement Analysis:** - Concept, objectives and importance, types and limitation of financial analysis. Methods of analysis: - common size statement, Trend analysis, comparative statement analysis. Ratio analysis (practical problems)

### **Unit III:**

**Sources of Finance and Cost of Capital:** long term and short term sources, Time value of money: concept, techniques, Bond valuation: concept, bond yield, bond market, Valuation of equity and preference stock. Specific cost of capital, determining the proportions, weighted Average cost of capital, floatation cost. (Practical problems)

### **Unit IV :**

**Investment decisions:** capital budgeting process, project classification, value investing, investment evaluation techniques:- Pay back period, ARR, IRR, NPV and PI. Estimation of project cash flows:- elements of cash flow streams, incremental cash flows and cash flow for replacement projects Techniques for Risk analysis in capital budgeting(practical problems)

### **UNIT V:**

**Capital structure:** Concept, basic assumptions, capital structure theories: NI, NOI traditional theory, MM Approach, taxation and capital structure, optimum capital structure, EBIT\_EPS analysis, ROI-ROE analysis. Factors determining capital structure. Guideline for capital structure planning .Leverage analysis: concept, types of leverage, point of indifference (practical problems).

### **UNIT VI:**

**Dividend decision & Working Capital management cost:**, introduction to dividend policy, dividend decision and valuation of the firm. Types of dividend policy. Concepts and characteristic of working capital. Factors determining working capital, Estimating working capital requirements, Working capital policy. Management of current assets – cash receivables and inventory.

- 1) Prasana Chandra, financial management, Tata Mcgraw Hill, 7<sup>th</sup> edition, new Delhi
- 2) R.K Sharma and Shashi K. Gupta, theory and practice, Financial Management kalyani publications.
- 3) M.Y. khan and P.K Jain, financial management, 6 edition, Tata Mcgraw Hill,
- 4) S.N Maheshwari, financial management, kalyani publication.
- 5) R.M Srivastava, Financial management, management & policy, Himalaya publishing house.
- 6) I. M Pandey, Financial Management, 10<sup>th</sup> ed., Vikas Publishing .

## **Course Contents**

Market: Meaning, Definition & Types of market

Goods: Kinds of goods

### **UNIT-I**

#### **Marketing**

- 1.1 Definition, Objectives & Functions of marketing, Marketing Process, Marketing Environment & their impact on marketing Decision -Opportunities In Rural market, Emergence of Service Sector & Retailing.
- 1.2 Marketing Management- Definition, Nature & Scope, Functions, Product & Pricing, Planning & Control, Promotion (Communication).
- 1.3. Forms of Marketing Organization – Functional, Product or Brand oriented, Customer oriented, Market segmentation & Positioning, Market analysis and selection.

### **UNIT-II**

#### **Marketing Mix**

- 2.1. Product- Meaning, Classification, Product Life Cycle, New Product Development, Product Related Strategies, Product line & Product Mix, Packaging and Labeling.
- 2.2. Price- Meaning & Objectives of Pricing, Factors affecting Pricing decisions & Pricing Strategies, Discounts and rebates.
- 2.3. Place- Nature importance and types of marketing channels, Channel Design Decisions, Logistics Management- Physical Distribution, Warehousing and Transportation, retailing and whole selling.
- 2.4. Promotion- Promotion mix-Components, AIDA formula, Advertizing-Meaning, Importance & effectiveness, Publicity and public relation. Types & Media plan, Sales promotion-Tools, Guidelines & Personal Selling, Retailing- Types of Retail Formats.

### **UNIT-III**

#### **Global Marketing**

- 3.1. Need, Importance & Problems in International Marketing, Levels of Involvement, Modes of Entry & Entry Strategies, Opportunity analysis, Global Brand

**New trends in Marketing**

Event Marketing, Emotional Marketing, Holistic Marketing, e-marketing, Agro Marketing, Non-Profit Marketing, Green Marketing, Viral Marketing, Customer Relationship Management (CRM), Legal Aspects of Marketing, building a creative marketing organization.

**UNIT-V**

**Consumer Protection:**

Need, Importance, Consumer Education & Awareness, Act related to Maximum Retail Price: Labeling and Packaging.

Books Recommended:-

1. Marketing Management by RajanSexena - Tata McGraw Hill
2. Marketing Management –Arunkumar N. Meenakshi – Vikas Publishing
3. Marketing Management – Text & Cases by S H HKazami – Excel Books
4. Marketing Management by S.A Sherlekar – Himalaya Publishing House
5. Marketing Management (Text & Cases in Indian Context)by Karunakaran– Himalaya Publishing House
6. Marketing Management:Global Perspective Indian Context by Ramaswamy– Macmillan
7. Principle of Marketing by Kotler& Armstrong – PHI/ Pearson, LPE 9th edition
8. Marketing an Introduction by Kotler& Armstrong, Michael Hareker, Financial Times Prentice Hall, 2009
9. Marketing Management – Stanton – McGraw Hill
10. Marketing: Marketing in 21st Century – Berman – Biztantra (Willy India Pvt. Ltd.)
11. Marketing- Grewal & levy - Tata McGraw Hill
12. Marketing Management Millenium Edition, Tenth Edition, Philip Kotler -Pearson

## **Course Contents**

### **Unit I Production and Operations management:**

- Concept,
- Nature
- Scope.

### **Unit II Plant Location & Plant layouts**

- Criteria for selecting plant location
- Layout Planning and analysis,
- Types of Plant layouts,

### **Unit III Material handling:**

- Objectives & Principles
- Material handling Equipments

### **Unit IV Production planning and control (PPC):**

- Functions of PPC
- Factors Affecting Production Planning and Control,
- Production Planning and Control Procedures
- Capacity planning, Aggregate planning and Master Production Schedule
- Routing and Line Balancing( problems)
- Scheduling and loading

### **Unit V Production Control:**

- Dispatching,
- Follow-up
- Evaluation

### **Unit VI Production planning**

- Mass, production.
- Batch production.
- Job order production

**Unit VII Materials Management**

- Objectives, Planning, Budgeting and Control of Materials Management
- Purchasing – Objectives, Functions, Policies,
- Make or buy Decision
- Vendor Rating and Value Analysis.
- Stores Management – Nature, Layout, Classification and Coding.
- Inventory – Objectives, Costs and control techniques

**Unit VIII Maintenance Management**

- Corrective, Preventive and Predictive maintenance,
- Replacement analysis,
- Total productive maintenance (TPM)

**Unit IX Quality Assurance and Control**

- Acceptance sampling
- TQM, JIT, 5S, Kaizan, Kanban, Ergonomics

**Unit X Productivity Improvement Techniques (Overview)**

- Work study;
- Method study;
- Work measurement

Books Recommended:-

1. Khanna. R.B, “Production and Operations Management”, Second Edition, PHI Learning Pvt. Ltd.. New Delhi.
2. N G Niar , ““Production and Operations Management”, First EdictionsTata McGraw-Hill Education,
3. S. Anil Kumar,” Production And Operations Management”, New Age International
4. Kanishka Bedi, “Production and Operations Management Concepts and Applications”, First Edition Oxford University Press

## **Course Contents**

### **Unit I :**

Introduction of International Business Environment-Internal and External Environment, Need of Internationalization, Theories of International Business, Stages of Globalization, Types of International Business (Importing/Exporting/Licensing/ Joint Venture/FDI)

### **Unit II :**

International Financial Management: Balance of Trade and Balance of Payment, Causes of Disequilibrium ,Measures to correct disequilibrium, International Monetary Fund, World Bank, International Financial markets and Instruments, EXIM Policy, Foreign Exchange, Determinants of Exchange Rates, Circadian movement of Exchange Rates, Euro Currency Market, Stock Market, Off-shore financial centers, International banks.

### **Unit III :**

International Marketing : Market Entry Strategies, Tariff and Non-tariff Barriers, Economic Integration and Regional Blocks, Country Evaluation and Selection.

### **Unit IV :**

International Governance: GATT,GATS, World Trade Organization, TRIPS, BASEL I, BASEL II & BASEL III

### **Unit V :**

Government Influence on Trade : Foreign Trade Policy, Export Oriented Zones, Export Processing Zones, Special Economic Zones, Export Subsidies, Import Cartels, Trade Quotas, Anti-Dumping, Safe Guard of Domestic Industry, Voluntary Export Restraints.

### **Unit VII :**

International Production: Global Sourcing, Human Resource Development, Multilateralism, Bilateralism, Determination of Dependency, Interdependency and Independency of Trading Partner, India's competitive advantages- Potential & Threats.

## **Books for References:**

- 1) Francis Chirunillam, International Business,.4<sup>th</sup> ed., Prentice Hall India
- 2) Dr. H.L. Ahuja, Economic Environment of Business,.6<sup>th</sup> ed., S. Chand Publication
- 3) Shaikh Saleem, Business Environment, 2<sup>th</sup> ed., Pearson Education
- 4) V.K. Bhalla, N.S. Shiva Ramu, International Business Environment& Management, 12<sup>th</sup> ed. ,Anmol Publication Pvt. Ltd.
- 5) John D. Daniel, Lee H. Radegaugh, Daniel P. Sullivan, International Business, , 10<sup>th</sup> ed., Pearson Education.

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