

H.P. TECHNICAL UNIVERSITY HAMIRPUR (HP)



Syllabus

[Effective from the Session: 2015-16]

Master of Business Administration



FIRST YEAR

SEMESTER-I

Sr no.	Paper Code	Subject	L	T	P	Credits	Evaluation Scheme				
							Internal Assessment			ESE	Subject Total
							CT	TA	Total		
Compulsory Core											
1	MBA-101	Accounting for Managerial Decisions	3	1	-	4	20	20	40	60	100
2	MBA-102	Marketing Management	3	1	-	4	20	20	40	60	100
3	MBA-103	Management Practices and Organizational Behaviour	3	1	-	4	20	20	40	60	100
4	MBA-104	Business Environment	2	1	-	3	20	20	40	60	100
5	MBA-105	Human Resource Management	2	1	-	3	20	20	40	60	100
Foundation Course											
6	MBA-106	Computer Applications in Business	1	-	2	2	20	20	40	60	100
Audit Course											
7	AC	Human Values and Professional & Ethics	2	-	-	-	20	20	40	60	100
	Total Credits		16	5	2	20					700

Legend: L-lecture

T-tutorial

P-Practical

CT-class Test

TA-Teachers Assessment

ESE-End Semester Examination



SEMESTER-II

Sr no.	Paper Code	Subject	L	T	P	Credits	Evaluation Scheme					
							Internal Assessment			ESE	Subject Total	
							CT	TA	Total			
Compulsory Core												
1	MBA-201	Business Statistics & Computing Skills	3	1	-	4	20	20	40	60	100	
2	MBA-202	Financial Management	3	1	-	4	20	20	40	60	100	
3	MBA-203	Business Research Methods	3	1	-	4	20	20	40	60	100	
4	MBA-204	Managerial Economics	3	1	-	4	20	20	40	60	100	
5	MBA-205	Production & Operations Management	3	1	-	4	20	20	40	60	100	
Foundation Course												
6	MBA-206	Fundamental of Entrepreneurship	2	0	-	2	20	20	40	60	100	
7	MBA-207	Communication & Marketing Skills	2	0	-	2	20	20	40	60	100	
	Total Credits		19	5	-	24					700	

Legend: L-lecture

T-tutorial

P-Practical

CT-class Test

TA-Teachers Assessment

ESE-End Semester Examination



SEMESTER-I

Accounting for Managerial Decisions (MBA-101)

Compulsory Core

Paper Code: MBA-101

L T P Credits

3 1 0 4

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

SECTION - A

Accounting and its functions: Concepts and Conventions in Accounting .Accounting Cycle. Double Entry System. Rules regarding Journal Entries; Recording of Journal Entries; Ledger Posting; Subsidiary Books, Cash Book, Trial Balance;

Preparation of Final Accounts: Trading Account; Profit& Loss Account; Balance Sheet.
(L- 10, T-3, L+T=13)

SECTION -B

Management Accounting: Nature; Scope; Objectives; Functions of Management Accounting; Relationship between Financial and Management Accounting; Tools and Techniques of Management Accounting; Limitations; Meaning of Financial Statement; Importance and Limitations of Financial Statement; Meaning and Objectives of Financial Statement Analysis; Limitation of Financial Analysis.



Ratio Analysis: Meaning, Interpretation, Significance, Limitations of Ratio Analysis; Classification of Ratio. (L- 10, T-3, L+T=13)

SECTION - C

Fund Flow Analysis: Meaning and Concept of Funds; Meaning of Fund Flow; Meaning of Fund Flow Statement; Significance; Limitations; Procedure of Preparing Fund Flow Statement.

Cash Flow Analysis: Meaning; Classification of Cash Flow; Comparison between Fund Flow Statement and Cash Flow Statement; Preparation of Cash Flow Statement (as per AS-3); Treatment of Adjustments.

(L- 10, T-3, L+T=13)

SECTION -D

Price Level Accounting: Meaning; Methods or Techniques of Price Level Accounting; Advantages; Disadvantages.

Social Accounting: Concept of Social Cost Benefit Analysis; Meaning of Social Accounting; Need; Social Accounting Approaches.

Human Resource Accounting: Meaning; Need; Methods of Human Resource Accounting; Objections Against Human Resource Accounting; HRA in India.

(L- 10, T-3, L+T=13)

Suggested Readings:

1. Horngren, Sunden Elliott and Philbrick: Introduction to Financial Accounting, Pearson Education.
2. Mukherjee, Hanif: Financial Accounting, Tata McGraw Hill
3. Horngren, Sunden and Ostratton: Introduction to Management Accounting, Prentice Hall
4. Hilton: Managerial Accounting, McGraw Hill
5. Bhattachaiya : 5.K. andDearden J. : Accounting for Management, Text and cases, New Delhi,Vikas Publishers.



Marketing Management (MBA-102)

Compulsory Core

Paper Code: MBA-102

L T P Credits

3 1 0 4

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C**. **Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section, all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: (i) To understand the nature, tasks and the environment under which marketing operates. (ii) To study the theory, principles and practical aspects of various marketing functions. (iii) To learn to take marketing decisions.

SECTION - A

Nature and scope of Marketing: Corporate orientations towards the market place. The marketing environment and environment scanning .

Marketing Information System and Marketing Research, Understanding consumer and Industrial markets.

(L- 10, T-3, L+T=13)

SECTION - B

Market Segmentation: Targeting and Positioning.

Product decisions – product mix, product life cycle, new product development, Branding and packaging decisions. Pricing methods and strategies.

(L- 10, T-3, L+T=13)

SECTION - C

Promotion decisions – promotion mix, advertising, sales promotion, publicity and personal selling. Vertical marketing – Implementation and systems.

Distribution Decisions: Patterns of channels and types of intermediaries, channel design decisions, Channel conflict, types and functions of wholesalers and retailers, Emerging trends in retailing.

(L- 10, T-3, L+T=13)



SECTION - D

Direct Marketing: Meaning, Benefits and growth of direct marketing, Forms of direct marketing, Multi level marketing, Meaning, need and importance of multilevel marketing, Advantages, Criticism of multilevel marketing, Ethical issues in direct & multilevel marketing. Organizing and implementing marketing in the organization. Evaluation and control of marketing efforts New issues in marketing – Globalization, Consumerism, Green marketing, Legal issues.

(L- 10, T-3, L+T=13)

Suggested Readings:-

1. Enis, B.M. Marketing Classics : A Selection of Influential Articles. New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip. Marketing Management : Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S. Marketing Management : Planning, Control. New Delhi, Prentice Hall of India, 1994.
5. Ramaswamy, V.S. and Namakumari, S. Marketing Management : Planning, Control. New Delhi, MacMillan, 1990.



**MANAGEMENT PRACTICES AND ORGANISATIONAL
BEHAVIOUR (MBA-103)**

Compulsory Core
Paper Code: MBA-103

L T P Credits

3 1 0 4

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the paper is to make student aware with basic management concepts and behavioral process in the Organization.

SECTION-A

Introduction of OB: Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour.

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception.

Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.

(L- 10, T-3, L+T=13)

SECTION-B

Learning: Concept and Theories of Learning.

Conflict: Concept, Sources, Types, Process

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups

Motivation: Theories of Motivation, **Leadership** : Styles of leadership

(L- 10, T-3, L+T=13)



SECTION-C

Management: Concept, Nature, Importance; Management : Art and Science, Management Vs. Administration, Management Skills, Levels of Management. Taylor and Scientific Management, Fayol's Administrative Management, Hawthorne Experiments and Human Relations, Introduction to Functions of Management:

Planning: Nature, Scope, Objectives and Significance, Types of Planning, Process of Planning.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organizational Design.

(L- 10, T-3, L+T=13)

SECTION-D

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal Directing: Concept, Direction and Supervision, Job Enrichment & Morale Building

Controlling: Concept, Types of Control

(L- 10, T-3, L+T=13)

Suggested Reading:

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6thEdition)
2. Koontz Harold &Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 9thEdition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts andApplications (Pearson Education, 6th Ed.
5. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12thEdition 2008)



Business Environment (MBA-104)

Compulsory Core
Paper Code: MBA-104

L T P Credits
2 1 0 3

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY. Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR. Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the subject is to provide the insight to the students about the changes that are taking place in the Business Environment, the effect of these changes on business and the demand placed on managers regarding national and global business environment.

SECTION - A

Environmental Scanning: Different Aspects of Business Environment.

Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship. Micro and Macro Environment.

(L- 3, T-3, L+T=6)

SECTION –B

Economic Policy: Monetary and Fiscal Policies in India, India's Trade Policy, Aspects of

Economic Reforms: Liberalization; Privatization; Globalization and its Implications for India.

EXIM Policy; FEMA(Foreign Exchange Management Act)

(L- 3, T-3, L+T=6)



SECTION - C

Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of social responsibility, Ethics and social responsibility of management.

The Environment Protection Act, 1986.

(L- 3, T-3, L+T=6)

SECTION -D

International Economic Environment: Emergence of Globalization, Control of Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India; Devaluation of Rupee.

(L- 3, T-3, L+T=6)

Suggested Readings:

1. S.K.Misra&Puri: Indian Economy (Its Development Experience), Himalaya Publishing House Pvt.Ltd.
2. R,uddarDatt& K.P.M. Sundaram: Indian Economy, S.Chand& Co.
3. Mungekar,Nachana&ManoharRao: Indian Economy in the New Millenium, Himalaya PublishingHouse Pvt. Ltd.
4. G.Rama Krishna & A.G. Moss V.Suguna: Economic Reforms in India- Retrospect and Prospect,Himalaya Publishing House Pvt. Ltd.
5. M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya Publishing House Pvt. Ltd.
6. R.V. Badi: Indian Business Environment, Himalaya Publishing House Pvt. Ltd.
7. Francis Cherunilam: Global Economy and Business Environment, Himalaya Publishing House Pvt.Ltd.
8. G.S.Kamat&PulakChakarvarty: Management of Co-operatives, Himalaya Publishing House Pvt.Ltd.
9. M.Adhikari: Economic Environment of Business
10. N.K.Sengupta: Government and Business in India
11. K.Ashwathappa: Economic Environment of Business in India
12. Misra&Puri: Economic Environment of Business, Himalaya Publishing House Pvt. Ltd



HUMAN RESOURCE MANAGEMENT (MBA-105)

Compulsory Core

Paper Code: MBA-105

L T P Credits

2 1 0 3

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

SECTION - A

Introduction to Human Resource Management: Growing Importance and functions of Human Resource management Important Environmental Influences on HRM. Challenges to Personnel Management, Approaches to Personnel Management, Responsibilities of a Personnel Managers, Demographic, Societal and Workforce Trends. Personnel Management and Professionalization.

(L- 3, T-3, L+T=6)

SECTION – B

HUMAN RESOURCE PLANNING & TRAINING

Importance of Human Resource Planning, Contemporary Challenges in Human Resource Planning, Factors affecting HRP, HRP Process, Approaches to HRP, Evaluating Effectiveness of HRP, Methods of HRP, Recruitment, Selection and Placement, Interview and Promotion Socializing the new employees. Training, Methods of Training, Evaluating Training Effectiveness Methods for developing managers, Managerial Development.

(L- 3, T-3, L+T=6)



SECTION - C

PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT

Performance Appraisal: Meaning, Purpose, Essentials of effective Performance Appraisal system, Various Components of Performance Appraisal, Methods and techniques of Performance Appraisal.

Managing Compensation: Employee Remuneration: Concept, Objectives, Factors Influencing Employee Remuneration, Remuneration methods, Challenges of remuneration; Job Evaluation: Meaning, Process and Methods of Job Evaluation; Incentives: Concept, Importance and Types. Fringe Benefits – Meaning, Types and administration of Benefits.

(L- 3, T-3, L+T=6)

SECTION-D

MAINTENANCE,DISCIPLINING THE EMPLOYEES & IHRM

Maintenance and disciplining the employees. Discipline meaning and importance. Employees' grievance handling mechanism and procedure. Disciplinary action dismissal and retrenchment, Various workplace safety and health issues and management of these issues.

Introduction to IHRM, Concept of IHRM, Issues in IHRM, Barriers to effective global HRM; Cultural & behavioral differences and its relevance and importance in IHRM; IHRM trends, issues and challenges .

(L- 3, T-3, L+T=6)

Suggested Readings:-

1. Edwin B. Flippo :- Principles of Personnel Management
2. Keith Davis, Human Relations at work.
3. Robert L. Mathis and John H. Personnel Human Resource Management (4th ed.)
- 4 V.S.P.RAO:- Human Resource management
5. David A. De Cenzo and Stephen P. Robbins Personnel Human Resource Management



Computer Applications in Business (MBA-106)

Foundation Course

Paper Code: MBA-106

L T P Credits

1 0 2 2

Sessional : 40

External : 60

Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY. Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR. Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO.**

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: This course offers a good understanding of basics of Information Technology. It is basically concerned with developing an appreciation of different software and hardware system available in the industry among the students.

SECTION – A

Introduction to Computers: Classification, Components of Computer System, Introduction to High level and low level languages. Software: Application Software and System Software, Applications Basic concepts of operating systems, Artificial Intelligence Flow charts and data flow diagrams

(L- 3, P-2, L+P =5)

SECTION – B

Networking concepts: Internet and intranet, sending and reading e-mails. Practical on Internet using emails, Use of search engines Fundamentals of website design End User Computing using MS-Office 2000:

Word processing: MS-Word, word basics, formatting text and documents, working with header and footer, footnotes, endnotes, tables and sorting, graphics, mail merge and macros.

(L- 3, P-2, L+P =5)



SECTION – C

Spreadsheets and their uses in business: Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions, chart features and working with graphics in Excel.

Power Point: Basics, working with texts and graphics in Power Point, Creating and delivering presentations

(L- 3, P-2, L+P =5)

SECTION – D

Computer Networks and Internet: Goals and Objectives of Computer Networks, Topologies, applications, ISO-OSI Protocol, TCP/IP: Protocol; Local Area Network, Metropolitan Area Network, Wide Area Network; Internet, E-Mail, search engines and protocols; FTP, HTTP, Telnet, Lynx.

(L- 3, P-2, L+P =5)

Suggested Readings:

1. P.K.Sinha: Fundamental of Computers BPB
2. ITL Education Solutions Limited: Introduction to Information Technology
3. Leon &Leon : Internet for Everyone Leon Tech World
4. V.Raja Raman Fundamentals of Computers,PHI,New Delhi
5. Leon & leon :Introduction to Computers,Vikas Publishing house,New Delhi



HUMAN VALUES AND PROFESSIONAL & ETHICS (MBA-107)

Audit Course
Paper Code: AC

L T P Credits
2 0 0 0

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the paper is to make student understand the moral values that ought to guide them in the society and it is intended to develop a set of beliefs, attitudes ethics that students should display concerning morality.

SECTION-A

Concept of Values; Types of Values; Human Values in Management; Relevance of Values in Modern Management; Values for Managers. Leadership and Human Values; Inter-personal Relations and Human Values; Stress Management and Human Values; Team Building and Values.

(L- 3,T-3, L+T =6)

SECTION-B

Value Education: understanding value education, self-exploration as the process of value education, continuous happiness and prosperity-the basic human aspirations, right understanding ,relationship and physical facilities ,happiness and prosperity –current scenario

(L- 3,T-3, L+T =6)



SECTION-C

Harmony in the human being: understanding human being as the co - existence of self (I)and the body ,Discriminating between the needs of self (I) and the body , Understanding harmony in the self ,harmony of the self (II) with the body ,program to ensure Sanyam and Swasthya.

(L- 3,T-3, L+T =6)

SECTION-D

Harmony in the family and society: harmony in the family –the basic unit of human interaction, values in human to human relationship, trust –the fundamental values in the relationship, respect–as the right evaluation, understanding harmony in the society vision for the universal human order

Harmony in the nature (Existence): Understanding harmony in the nature, interconnectedness, self regulation

(L- 3,T-3, L+T =6)

Suggested Books

1. Human values and professional ethics- R. R. Gaur, R Sangal, G P Bagaria (excel books)
2. Business Ethics: An Indian Perspective –A.C. Fernando, Prentice Publications
3. Business Ethics and Corporate Governance - A.C. Fernando,Pearsons Publications
4. Professional ethics and Human values- R.S. Nagarazan,New Age International



SEMESTER-II

Business Statistics and Computing Skills (MBA-201)

Compulsory Course

Paper Code: MBA-206

L T P Credits

3 1 0 4

Sessional : 40

External : 60

Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE** Sections **A,B** and **C**. **Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of this paper is to train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems.

SECTION – A

Classification of data and construction of Frequency Distribution: Graphic Presentation of Data.

Introduction of Descriptive Statistics: Measures of Central Tendency; Measures of Dispersion-Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

Index Numbers: Definition and Methods of Construction of Index Numbers; Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

(L- 3, T-3, L+T =6)

SECTION – B

Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its mathematical expectation.

Theoretical Distributions: Binomial, Poisson and Normal Distribution.

(L- 3, T-3, L+T =6)



SECTION – C

Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.

Testing of Hypothesis: Large Sample Tests, Small Sample Test (t Test-single sample mean and difference of means tests; F test-Variance Ratio test; Z test-single proportion, difference of proportions single sample mean and Difference of Means; (chi square) test-Independence of Attributes, Goodness of Fit and Test of Homogeneity.

(L- 3, T-3, L+T =6)

SECTION – D

Correlation Analysis: Rank Method and Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

Time Series Analysis: Components, Measurement of Trend by Least Squares Method, Straight Line and Importance of Time Series.

(L- 3, T-3, L+T =6)

Suggested Readings:

1. J. K. Sharma: Business Statistics, Pearson Publication, New Delhi.
2. Amir D Aczel & Sounderpandian: Complete Business Statistics, Tata McGraw Hill Publishing Company Ltd.
3. Levin & Kapoor: Statistics For Management, Prentice Hall
4. U.K. Srivastava, Shenoy & Sharma: Quantitative Techniques for Management, New Age International, New Delhi.
5. P.N. Arora & S. Arora: Statistics for Management, S. Chand & Co., New Delhi.
6. M. P. Gupta & S. P. Gupta: Business Statistics, Sultan Chand & Sons, New Delhi.
7. R. S. Bhardwaj: Business Statistics, Excel Publishers.
8. S. P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.



Financial Management (MBA-202)

Compulsory Core

Paper Code: MBA-202

L T P Credits

3 1 0 4

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

SECTION – A

Introduction to Financial Management: Meaning, Scope, Finance Function, Financial Goals, Limitations.

Sources of Finance: Types- Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

Cost of Capital: Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.

(L- 10, T-3, L+T=13)

SECTION – B

Capital Structure: Meaning, Determinants, Assumptions, Net Income and Operating Income Approach, Traditional Position, M-M Position, EBIT and EPS Analysis.

Leverage Analysis: Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

Management of Working Capital: Meaning of WC; Need of WC Management; Determinants of WC, Operating Cycle.

(L- 10, T-3, L+T=13)



SECTION – C

Cash Management: Meaning; Facets of Cash Management; Motives for Holding Cash; Optimal Cash Balance; Short-Term and Long-Term Cash Forecasting.

Receivable Management: Meaning; Credit Policy Variable; Credit Evaluation; Credit Decisions; Control of Account Receivable.

Inventory Management: Meaning; Need to hold Inventory; Objective of Inventory Management; Inventory Investment Analysis; Inventory Control System.

(L- 10, T-3, L+T=13)

SECTION - D

Capital Budgeting: Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Pay back Method; Accounting Rate of Return Method; Net Present Value Method; Benefit -Cost Ratio; Internal Rate of Return; Capital Rationing; Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.

Dividend Decisions: Meaning and Types of Dividend; Issues in Dividend Policy; Traditional Model; Walter Model; Gordon Model; Miller and Modigliani Model

(L- 10, T-3, L+T=13)

Suggested Readings:

1. I.M. Pandey: Financial Management, Vikash Publishing House
2. Prasanna Chandra: Financial Management, Tata McGraw Hill
3. Khan and Jain: Financial Management, Tata McGraw Hill
4. James C. Van: Financial Management, Pearson Education Horne Policy Asia
5. Brealy and Myres: Principles of Corporate Finance, Tata McGraw Hill



Business Research Methods (MBA-203)

Compulsory Core
Paper Code: MBA-203

L T P Credits

3 1 0 4

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The object Research Methodology of the course contents is to make the learner aware of the basic concepts of Research Methodology and prepare them for conducting research project.

SECTION – A

Introduction to Research: Definition, Scope, significance Limitations, and Types. Objectives of Research. Research Process, literature review.

(L- 10, T-3, L+T=13)

SECTION – B

Research Designs: Exploratory, Descriptive and Experimental Research Design

Data Collection: Secondary Data, Primary Data and Methods of Collection. Scaling Techniques, Attitude Measurement Techniques; Motivational Research Techniques.

(L- 10, T-3, L+T=13)



SECTION – C

Sample Design, Selecting an Appropriate Statistical technique; Field Work and Tabulation, coding, Editing. Interpretation of Data and Report Writing.

(L- 10, T-3, L+T=13)

SECTION – D

Testing of Hypothesis, Analysis of Data; Techniques for Data Analysis –ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods

(L- 10, T-3, L+T=13)

Suggested Readings:-

1. C.R.Kothari ,Research Methodology
2. S.L.Gupta ,Marketing Research, Excel Books
3. J.P.Guilford,Psychometric Methods, New York.
4. Luck,David J and Ronald S.Rubir Marketing Research .Prentice Hall India Ltd.
5. Andrews, F. M. and S. B. Witey Social Indicators of will Being, Plenum Press, NY, 1976.
6. Bemnet, Roger: Management Research, H. O. 1983.
7. Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
8. Fox, J. A. and P. E. Tracy: Randomized Response : A method of Sensitive Surveys, Sage Pub., 1986.



Managerial Economics (MBA-204)

Compulsory Core
Paper Code: MBA-204

L T P Credits

3 1 0 4

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy.

SECTION - A

Introduction to Managerial Economics: Nature Scope and Importance of Managerial Economics. Relationship of Managerial Economics with Decision Making.

Distinction between micro and macroeconomics.

(L- 3, T-3, L+T =6)

SECTION - B

Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Functions, Demand Schedule and Law of Demand.

Elasticity of Demand: Concept, Types, Measurement and importance.

Demand Forecasting: Sources of Data-Expert Opinions, Surveys and Market Experiments;

Time Series Analysis-Trend Projection; Barometric Forecasting-Leading Indicators, Composite and diffusion Indices.

(L- 3, T-3, L+T =6)



SECTION - C

Production Function: Concept and types, Returns to Factor and Returns to Scale, Law of Variable Proportions.

Cost concepts and Analysis: Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis.

Revenue Curves: Concept and Types.

Pricing in various markets: Perfect Competition, Monopoly, Monopolistic, Competition Oligopoly.

(L- 3, T-3, L+T =6)

SECTION - D

National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.

Inflation: Meaning, Types, Theories, Causes, Effects and Control.

Balance of Payments Monetary and Fiscal Policies, Investment Multiplier, Credit Multiplier.

(L- 3, T-3, L+T =6)

Suggested Readings:

1. Craig Peterson, Lewis and Jain: Managerial Economics, Pearson Education
2. Mark Hirshey: Managerial Economics, Thomson
3. Dr. V.PandurangaRao: Microeconomics-IBS Publication
4. Keat: Economic Tools for Today's Decision Makers, Pearson Education
5. William Samuelson and Stephen G. Mark, Managerial Economics, John Wiley & Sons.
6. Managerial Economics Analysis: Problem Cases, 8th Edition, Truett & Truett, Wiley
7. K.K. Dewett: Modern Economic Theory, S. Chand & Sons, New Delhi
8. Mote, Paul Gupta: Managerial Economics, Vikas Publisher, New Delhi
9. R.L. Varshney & K. L. Maheshwari: Managerial Economics, S. Chand & Sons, New Delhi



Production and Operations Management (MBA-205)

Compulsory Core

Paper Code: MBA-205

L T P Credits

3 1 0 4

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: To understand a systems view of operations, to understand the conversion of inputs into outputs with various technology.

SECTION -A

Operations Management: Concepts, Functions.

Product Design & Development: Product Design and its Characteristics, Product Development Process (Technical), Product Development Techniques.

Process Selection: Project, Job, Batch, Mass & Process types of Production Systems, Product-Process Mix.

(L- 10, T-3, L+T=13)

SECTION - B

Facility Location: importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout: Objectives, Advantages, Basic Types of Layouts.

Capacity Planning: Concepts, Factors Affective Capacity, Planning, Capacity Planning Decisions.

Production Planning & Control (PPC): Concepts, Objectives, Functions

Work Study: Productivity, Method Study, Work Measurement.

(L- 10, T-3, L+T=13)



SECTION –C

Materials Management: Concepts, Objectives

Introduction to modern Productivity techniques: Just in time, Kanban System, Total quality Management & six sigma.

Functions Purchasing Management: Objectives, Functions, Methods, Procedure.

(L- 10, T-3, L+T=13)

SECTION – D

Stores Management: Types of Stores; Functions

Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.

Maintenance Management: Concepts; Objectives; Functions; Types of Maintenance.

(L- 10, T-3, L+T=13)

Suggested Readings:

1. Nair: Production & Operation Management, Tata McGraw Hill
2. Adam & Ebert: Production & Operation Management, Prentice Hall India
3. Krajewski & Ritzman: Operations Management, Pearson Education Asia
4. Buffa & Sarin: Modern Production/Operations Management, John Wiley
5. SN Chary: Production & Operations Management, Tata McGraw Hill



FUNDAMENTAL OF ENTREPRENEURSHIP (MBA-206)

Foundation Core

Paper Code: MBA-206

L T P Credits

2 0 0 2

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY**. **Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR**. **Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO**.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the paper is to provide students with the knowledge, skills and motivation to encourage entrepreneurial success and oriented them towards different ways of realizing opportunities.

SECTION - A

Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

(L- 3, T-3, L+T =6)

SECTION - B

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical;

Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving

(L- 3, T-3, L+T =6)



SECTION - C

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic's entrepreneurship, Stages of economic development.

Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

(L- 3, T-3, L+T =6)

SECTION - D

Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

(L- 3, T-3, L+T =6)

Suggested Readings:

1. Couger, C- Creativity and Innovation (IPP, 1999)
2. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
3. Jonne&Ceserani - Innovation & Creativity (Crest) 2001.
4. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
5. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
6. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
7. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999)



COMMUNICATION AND PRESENTATION SKILLS (MBA-207)

Foundation Course

Paper Code: MBA-207

L T P Credits

2 0 0 2

Sessional : 40
External : 60
Total : 100

Time : 3 hours

INSTRUCTIONS TO PAPER SETTERS:

The question paper will consist of **THREE Sections A,B and C. Section A** will contain **TEN Short Note Type Questions** carrying **2 marks each**. In this section ,all questions are **COMPULSORY. Section B** will contain **SIX Short Answer Type Questions** carrying **5 marks each**, out of which the student has to answer **ANY FOUR. Section C** will contain **FOUR Essay Type Questions** carrying **10 marks each**, out of which the student has to answer **ANY TWO.**

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The course is aimed at equipping the students with the necessary techniques and skills of Communication to inform others inspire them and enlist their activity in the performance of their jobs.

SECTION - A

INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

EMPLOYMENT COMMUNICATION: Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing

(L- 3, T-3, L+T =6)

SECTION - B

ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

WRITTEN COMMUNICATION: Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

(L- 3, T-3, L+T =6)



SECTION – C

BUSINESS LETTERS: Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports.

CASE METHOD OF LEARNING: Understanding the case method of learning, different types of cases, overcoming the difficulties of the case Method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches .

(L- 3, T-3, L+T =6)

SECTION – D

PRESENTATION SKILLS: What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid.

GROUP COMMUNICATION: Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

(L- 3, T-3, L+T =6)

Suggested Readings:

1. M. K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
2. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication).
3. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
5. TaylerShinley – Communication for Business (Pearson Education, 4th Edition)

